Islands Trust Council
Quarterly Meeting

Date:	Tuesday, March 8 - Thursday, March 10, 2022
Time:	see agenda for details
Location:	Vancouver Island Conference Centre - Benson Room A/B
	101 Gordon Street, Nanaimo BC

Pages

Tuesday, March 8, 2022

1. WELCOME & ACKNOWLEDGEMENT 1:00 PM - 1:15 PM

CALL TO ORDER

2. APPROVAL OF AGENDA

3. GENERAL BUSINESS ARISING

3.1. Consent Agenda Items

That Islands Trust Council adopt the recommendations as presented in items 3.1.1 and 3.1.2.

3.1.1. Nov/Dec Trust Council draft meeting minutes 7 - 27

The minutes be adopted as presented.

3.1.2. Resolution(s) without Meeting Report 28 - 31

Receive for information.

4. SELECT COMMITTEE 1:15 PM - 5:30 PM

4.1. Governance Review - Session Outline 32 - 32

4.2. Receipt of Governance Review prepared by Great Northern Management - BRF 33 - 105

BREAK SCHEDULED

3:00 pm - 3:15 pm

BREAK SCHEDULED

5:30 pm - 7:00 pm

5. DELEGATIONS/PUBLIC COMMENT

5.1. Delegations 7:00 PM - 8:00 PM

5.1.1. Eric Booth re: Governance Review and Application Processing 106 - 106

5.1.2.	**Jeffrey Green re: petition regarding the proposed Draft Policy Bylaw**	107 - 123
5.1.3.	**David Dunnison re: Biodiversity Status and Balancing Priorities in the Draft New Policy Statement**	124 - 140
5.1.4.	**Year of the Salish Sea**	141 - 152
5.1.5.	**Michael Sketch re: 2nd iteration of Trust governance**	153 - 156
5.1.6.	**Friends of the Gulf Islands - J. Margison re: Trust Policy Directives Concerns**	157 - 160
5.1.7.	**Mairead Boland re: Water in the Trust Area**	161 - 178

5.2. Public Comment Period 8:00 PM - 9:00 PM

Wednesday, March 9, 2022

6. EXECUTIVE 9:00 AM - 10:00 AM

6.1. Consent Agenda Items

That Islands Trust Council adopt the recommendations as presented in items 6.1.1. to 6.1.3.

6.1.1. Executive Committee Work Program Report 179 - 183

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

6.1.2. Strategic Plan Quarterly Report 184 - 195

Receive for information.

6.1.3. Trust Council Follow-up Action List (FUAL) 196 - 206

Receive for information.

6.2. Discussion / Decision Items

6.2.1.	**Chief Administrative Officer's Report**	207 - 208
6.2.2.	**Revised Policy 2.2.3 Resolutions without Meetings - RFD**	209 - 226

That Trust Council adopt revised Policy 2.2.3 Trust Council Resolutions Without Meeting (attachment 1).

6.2.3.	**Election Administration and Best Practices for 2022 - BRF**	227 - 232
6.2.4.	**Continuous Learning Plan**	233 - 235

7. LOCAL PLANNING SERVICES 10:00 AM - 11:00 AM

7.1. Consent Agenda Items

That Islands Trust Council adopt the recommendations as presented in items 7.1.1 and 7.1.2.

7.1.1. Regional Planning Committee Work Program Report 236 - 238

That Islands Trust Council approves the Regional Planning Committee Work Program report as presented.

7.1.2. Bylaw Compliance and Enforcement Statistics Report - BRF 239 - 244

Receive for information.

7.2. Discussion / Decision Items

7.2.1. Director of Local Planning Services Report 245 - 248

7.2.2. Engagement & Intergovernmental Relations between IT & First Nations & Other Agencies including reconciliation and heritage overlay project - BRF 249 - 267

7.2.3. Amendments to Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees - RFD 268 - 289

That the Trust Council review and provide feedback on proposed changes to Policy "5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees".

BREAK SCHEDULED

11:00 am - 11:15 am

8. TRUST AREA SERVICES 11:15 AM - 12:00 PM

8.1. Consent Agenda Items

That Trust Council adopt the recommendations as presented in items 8.1.1 to 8.1.4.

8.1.1. Trust Programs Committee Work Program Report 290 - 291

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

8.1.2. Legislative Monitoring - BRF 292 - 318

Receive for information.

8.1.3. Islands Trust Community Stewardship Awards 2022 –BRF 319 - 325

Receive for information.

8.1.4. Islands Trust Conservancy Report 326 - 327

Receive for information.

8.2. Discussion / Decision Items

8.2.1. Director of Trust Area Services Report 328 - 344

LUNCH BREAK

12:00 pm - 1:00 pm

8.2.2.	**Policy Statement Amendments Phase 3 Engagement - Session Outline**	1:00 PM - 1:30 PM	345 - 345
	ISL Consultant's Presentation		
8.2.3.	**Policy Statement Amendment Project Update - BRF**		346 - 378
9.	**ADMINISTRATIVE SERVICES / FINANCE**	1:30 PM - 5:30 PM	

BREAK SCHEDULED

3:00 pm - 3:15 pm

9.1. Consent Agenda Items

That Islands Trust Council adopt the recommendations as presented in items 9.1.1 and 9.1.2.

9.1.1.	**Financial Planning Committee Work Program Report**	379 - 379
	That Islands Trust Council approves the Financial Planning Committee Work Program Report as presented.	
9.1.2.	**December 31, 2021 Quarterly Financial Report - RFD**	380 - 385
	That Islands Trust Council approves the December 31, 2021 Quarterly Financial Report as presented.	

9.2. Discussion / Decision Items

9.2.1.	**Director of Administrative Services Report**	386 - 390
9.2.2.	**2021/22 Financial Forecast - Briefing**	391 - 397
9.2.3.	**Public Feedback on Draft 2022/23 Budget - BRF**	398 - 620
9.2.4.	**2022/23 Budget Recommendation to Trust Council**	
9.2.4.1.	**March 2022 Islands Trust Council Proposed 2022/23 Budget - Session Overview**	621 - 621
9.2.4.2.	**Budget Assumptions and Principles - BRF**	622 - 628
9.2.4.3.	**FPC Recommended 2022/23 Budget - Overview & Highlights - BRF**	629 - 646
9.2.4.4.	**Funding Requests/Business Cases**	
9.2.4.4.1.	**LTC Projects - business cases**	647 - 672
9.2.4.4.2.	**Strategic Plan Projects - business cases**	673 - 698
9.2.4.4.3.	**Operational Projects - business cases**	699 - 714
9.2.4.4.4.	**Islands Trust Conservancy Board - budget request**	715 - 722

9.2.4.5. Special Tax Requisition (SSIWPA) - RFD 723 - 743

THAT Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2022/23 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee (LTC) in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

Thursday, March 10, 2022

10. CLOSED MEETING 9:00 AM - 10:00 AM

That the meeting be closed to the public subject to Sections 90(1)(c)(g) and (i) of the Community Charter in order to consider matters related to employee relations, litigation affecting the Islands Trust and receipt of advice that is subject to solicitor-client privilege and that staff attend the meeting.

11. RISE AND REPORT

12. TRUSTEE ROUNDTABLE

BREAK SCHEDULED

11:00 am - 11:15

13. 2022/23 BUDGET APPROVAL 11:15 AM - 11:30 AM

13.1. Financial Plan Bylaw No. 185 - RFD 744 - 748

1. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a First Time.
2. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a Second Time.
3. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a Third Time.
4. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be forwarded to the Minister of Municipal Affairs for approval consideration.

13.2. Revenue Anticipation Borrowing Bylaw No. 186 - RFD 749 - 751

1. That Islands Trust Council Bylaw 186, cited as the "Revenue Anticipation Borrowing Bylaw 2022-23" be Read a First Time.
2. That Islands Trust Council Bylaw 186, cited as the "Revenue Anticipation Borrowing Bylaw 2022-23" be Read a Second Time.
3. That Islands Trust Council Bylaw 186, cited as the "Revenue Anticipation Borrowing Bylaw 2022-23" be Read a Third Time.
4. That Islands Trust Council Bylaw 186, cited as the 'Revenue Anticipation Borrowing Bylaw 2022-23" be forwarded to the Minister of Municipal Affairs and Housing for approval consideration.

14. NEW BUSINESS 11:30 AM - 11:30 AM

15. SUMMARY/UPDATES

15.1. Trustee Updates

15.1.1. BC Ferries (Ferry Advisory Committee Chairs)

15.1.2. First Nations

15.1.2.1. Trustee Johnston - Xwe-eay/Lasqueti Archaeology Project 752 - 753

15.1.3. Gulf Islands National Park Reserve Advisory Committee

15.1.4. Salt Spring Island Watershed Protection Alliance (SSIWPA)

15.1.5. Trustee Stamford - Atl'ka7tsem/Howe Sound Community Forum 754 - 754

15.1.6. Baynes Sound Forum

15.1.7. Freighter Anchorages Update

15.2. Trust Council Top Priorities Report 755 - 757

15.3. Proposed June Trust Council Agenda Program 758 - 758

15.4. Disposition of Delegations and Public Comment Requests

16. STRATEGIC PLAN (Amendments)

17. CORRESPONDENCE

17.1. Mayne Island Conservancy Society re: Urgent Action Requested Regarding Fallow Deer 759 - 761

At its November 22, 2021 business meeting, the local trust committee passed the following resolution (MA-2021-057): That the Mayne Island Local Trust Committee forward the letter of the Mayne Island Conservancy Society to the Islands Trust Council for consideration and action for the Trust Council's March agenda.

17.2. FLNRORD Coastal Douglas-fir description review email dated February 18, 2022 762 - 764

17.3. Gulf Islands Alliance re: Supports the mandate of the Islands Trust dated February 17, 2022 765 - 765

17.4. Piers Island SSIWPA Tax letter dated February 17, 2022 766 - 767

17.5. J. Eastick re: Residential Density email dated February 15, 2022 768 - 768

17.6. H. Holm re: letter to March Trust Council dated February 13, 2022 769 - 776

17.7. C. Ferris re: Bill C-216 support requested letter dated February 10, 2022 777 - 789

18. NEXT MEETING

The next Trust Council Quarterly meeting is scheduled to be held electronically June 21-23, 2022.

19. ADJOURNMENT 12:00 PM - 12:00 PM

Approximate time

Trust Council
Minutes of Regular Meeting

Date: **November 30, 2021 - December 2, 2021**

Location: **Coast Victoria Hotel, Ballroom**
146 Kingston Street
Victoria BC, V8V 1V4

Executive Present:

1. **Peter Luckham, Chair, Thetis Island**
2. **Sue Ellen Fast, Vice Chair, Bowen Island Municipality**
3. **Dan Rogers, Vice Chair, Gambier/Keats Island**
4. **Laura Patrick, Vice Chair, Salt Spring Island**

Members Attending:

5. **Michael Kaile, Bowen Island Municipality**
6. **Laura Busheikin, Denman Island**
7. **Jeanine Dodds, Mayne Island**
8. **David Maude, Mayne Island**
9. **Kees Langereis, Gabriola Island**
10. **Deb Morrison, North Pender Island**
11. **Jane Wolverton, Galiano Island**
12. **Kate-Louise Stamford, Gambier Island**
13. **Grant Scott, Hornby Island**
14. **Doug Fenton, Thetis Island**
15. **Alex Allen, Hornby Island (electronic1)**
16. **Scott Colbourne, Gabriola Island (electronic2)**
17. **Peter Johnston, Lasqueti Island (electronic3)**
18. **Timothy Peterson, Lasqueti Island (electronic4)**
19. **Tahirih Rockafella, Galiano Island (electronic5)**
20. **Peter Grove, Salt Spring Island (electronic6)**
21. **Paul Brent, Saturna Island (electronic7)**
22. **Lee Middleton, Saturna Island (electronic8)**
23. **Cameron Thorn, South Pender Island (electronic9)** attendance as noted
24. **Steve Wright, South Pender Island (electronic10)** attendance as noted
25. **David Critchley, Denman Island (electronic11)**
26. **Ben McConchie, North Pender Island (regrets)**

Staff Present:

Russ Hotsenpiller, Chief Administrative Officer
Clare Frater, Director, Trust Area Services
Julia Mobbs, Director, Administrative Services
David Marlor, Director of Local Planning Services
Carmen Thiel, Legislative Services Manager
Kate Emmings, Manager, Islands Trust Conservancy (electronic)
Warren Dingman, Manager, Bylaw Compliance and Enforcement
Lisa Wilcox, Senior Intergovernmental Policy Advisor
Dilani Hippola, Senior Policy Advisor (electronic)
William Shulba, Senior Freshwater Specialist (electronic)
Lori Foster, Executive Coordinator

DRAFT

Tuesday, November 30, 2021

The in-person meeting was livestreamed, recorded, and available for electronic public attendance. There was one member of the public physically present and between 2-3 electronic public present. It was noted that there were 80 livestream views on November 30th.

1. CALL TO ORDER / LAND ACKNOWLEDGEMENT

Chair Luckham called the meeting to order at 1:12 p.m. stating gratitude to live and work on Coast Salish First Nations traditional and treaty territory. He acknowledged the meeting was being held on the Lekwungen speaking Peoples lands of the Songhees and Esquimalt First Nations.

There were 12 trustees present in the room and 9 participating electronically.

Trustees Dodds and Langereis arrived late, in-person, as indicated.
Trustees Wright and McConchie sent regrets for the day.
Trustee Thorn was absent.

TC-2021-099
It was Moved by Trustee Luckham and Seconded by Trustee Fast,
That TC-RWM-2021-05 be rescinded, and that Trust Council waive the requirements in section 4.4(c) of Trust Council Bylaw No. 101 to allow up to eleven (11) council members to participate electronically in the November/December 2021 regular Trust Council meeting.

CARRIED

2. APPROVAL OF AGENDA

The following items from Executive Committee's November 30th meeting, held earlier today, were forwarded to Trust Council:

- Business case for the Gabriola LTC Biocultural and Housing Diversity Program add to item 6.2.2.4.2 and circulate associated late correspondence
- Policy Statement Amendment Project Update attachment add to item 9.1.3

By general consent, the agenda was approved as amended.

3. GENERAL BUSINESS ARISING

3.1 Consent Agenda Items

By general consent, Trust Council adopted the recommendations as presented in items 3.1.1. and 3.1.2.

3.1.1 September Trust Council draft meeting minutes
The minutes be adopted as presented.

3.1.2 Resolution without Meeting Report
Receive for information.

3.2 Discussion / Decision Items

3.2.1 Trustee Roundtable

Trustee Dodds joined the in-person meeting at 1:57 p.m.

Trustees participated in a round table session giving updates on local trust committee (LTC) meetings, and spoke to current topics including the recent provincial state of emergency regarding the floods that wiped out parts of the Coquihalla Highway system.

4. EXECUTIVE

4.1 Consent Agenda Items

Items 4.1.1 and 4.1.2 were pulled for discussion.

4.1.1 Executive Committee Work Program Report

Regarding top priority #5, preserve and protect marine ecosystems/freighter anchorage advocacy, discussion followed on the current status of 65-100% anchorage capacity which may result in loss of perishables.

Regarding top priority #3, climate change emergency, update the status as reflected in the Strategic Plan updates.

By general consent, the Executive Committee Work Program was approved as amended.

Trustee Langereis joined the in-person meeting at 2:26 p.m.

4.1.2 Continuous Learning Plan

Discussion followed on the Continuous Learning Plan going forward and why this is not a typical item on Trust Council (TC) agendas. CAO Hotsenpiller reported that TC has indicated its wish to have such sessions outside of TC meetings.

By general consent, the Continuous Learning Plan was received for information.

The meeting recessed for a break at 2:35 p.m. and reconvened at 2:50 p.m.

4.2 Discussion / Decision Items

4.2.1 Chief Administrative Officer's Report

Chief Administrative Officer (CAO) Hotsenpiller presented the report.

4.2.2 Trust Council Follow-up Action List (FUAL)

The FUAL was reviewed. Discussion about workload in Trust Area Services followed.

By general consent, the Trust Council follow-up action list was received for information.

4.2.3 Annual Strategic Plan Update – BRF

CAO Hotsenpiller reviewed the highlights of the update briefing.

4.2.4 Strategic Plan Quarterly Report

CAO Hotsenpiller reviewed the report.

Discussion followed on:

- the lack of progress with seeking further provincial funding for Islands Trust operations,
- communications about performance measurement,
- suggestion of collaborative efforts with universities and other agencies as a strategic direction,
- asking for more funding i.e. Ontario conservation societies dealing with flooding, etc. have been getting legislative changes – 8% of their funding by Province - we currently get 2%,
- reviewing provincial funding including grants.

4.2.5 Amendments to Trust Council Policy 2.1.2 Standards of Conduct – RFD

Legislative Services Manager (LSM) Thiel spoke to the request for decision (RFD).

Technical edits were identified for amendments:

- 1.1 take the capital off policy,
- trust body is sometimes capitalized and sometimes not, fix this,
- 4.4 add an s to interest, is the word diverse needed.

Discussion on items 4.9 and 4.11.2 of the policy followed.

TC-2021-100
It was Moved by Trustee Critchley and Seconded by Trustee Brent,
That the Standards of Conduct item 2.6, "As an elected official, respect local autonomy and refrain from becoming publicly involved in the local politics or controversial issues that are local in nature in an area outside a local trust area or island municipality that they represent unless the local political issue could affect other Local Trust Areas or the Trust as a whole" be deleted.

CARRIED

TC-2021-101
It was Moved by Trustee Middleton and Seconded by Trustee Brent,
That the Standards of Conduct Review Panel should not be the Executive Committee, but rather a separate seven member body appointed by Trust Council with the Chair or a Vice-Chair included in the body.

TC-2021-102
It was Moved by Trustee Busheikin and Seconded by Trustee Wolverton,
That motion TC-2021-101 be amended changing the number seven to five.

CARRIED

TC-2021-103
It was Moved by Trustee Middleton and Seconded by Trustee Brent,
That motion TC-2021-101 be amended, that the word "appointed" be replaced by the word "elected," adding "as a standing committee".

CARRIED

Chair Luckham called the question on TC-2021-101 as amended.

It was Moved by Trustee Middleton and Seconded by Trustee Brent,
That the Standards of Conduct Review Panel should not be the Executive Committee, but rather a separate five member body elected as a standing committee by Trust Council with the Chair or a Vice-Chair included in the body.

DEFEATED

TC-2021-104
It was Moved by Trustee Fast and Seconded by Trustee Langereis
That Trust Council adopt amended, Policy 2.1.2 Standards of Conduct (attachment 1) as amended.

CARRIED

4.2.6 Amendments to Trust Council Bylaw No. 101 Meeting Procedures – RFD

Legislative Services Manager (LSM) Theil presented the request for decision (RFD) and answered questions.

A technical error in the track changes version 4.4 (c) says fourteen but should say ten.

TC-2021-105
It was Moved by Trustee Patrick and Seconded by Trustee Morrison,
That Islands Trust Council Bylaw No. 184, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 6, 2021" be read a first time.

CARRIED

DRAFT

TC-2021-106
It was Moved by Trustee Fast and Seconded by Trustee Langereis,
That Islands Trust Council Bylaw No. 184, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 6, 2021" be read a second time.

CARRIED

TC-2021-107
It was Moved by Trustee Rogers and Seconded by Trustee Fenton,
That Islands Trust Council Bylaw No. 184, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 6, 2021" be read a third time.

CARRIED

4.2.7 2022 Trust Council Meeting Schedule – RFD

CAO Hotsenpiller spoke to the request for decision as presented.

TC-2021-108
It was Moved by Trustee Langereis and Seconded by Trustee Wolverton,
That Trust Council adopt the following meeting dates for its 2022 schedule: March 8-10, June 21-23, September 20-22, and November 1-3.

CARRIED

TC-2021-109
It was Moved by Trustee Wolverton and Seconded by Trustee Fenton,
That Trust Council schedule an additional electronic meeting December 6-8, 2022.

CARRIED

TC-2021-110
It was Moved by Trustee Morrison and Seconded by Trustee Wolverton,
That Trust Council adopt the following meeting locations and for its 2022 schedule: March (in-person, Nanaimo), June (electronic), September (electronic), November (in-person, Victoria).

CARRIED

By general consent, the meeting recessed for the day at 5:15 p.m.

Wednesday, December 1, 2021

Chair Luckham reconvened the meeting at 9:03 a.m. With the exception of Trustees McConchie, Thorn, and Wright, all trustees were present.

There were 1-2 members of the public physically present and between 3 – 5 electronic public attending. It was noted there were 159 livestream views on December 1.

DRAFT

5. SELECT COMMITTEE UPDATE

Chair of the Select Committee, Trustee Middleton, gave a verbal update on the work of the consultant's interviews regarding the governance and management review.

Discussion followed on the receipt and release of the final report which is expected by February 7th.

TC-2021-111
It was Moved by Trustee Kaile and Seconded by Trustee Dodds,
That the Governance Review report be received by Committee members and all trustees February 7, 2022, as a confidential document and be received in-camera with the consultants at the March council meeting for release immediately following.

CARRIED

6. ADMINISTRATIVE SERVICES

6.1 Consent Agenda Items

By general consent, Trust Council adopted the recommendations as presented in items 6.1.1. to 6.1.3.

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

6.1.2 September 30, 2021 Quarterly Financial Report - RFD
That Islands Trust Council approve the September 30, 2021 Financial Report as presented.

6.1.3 September 30, 2021 Financial Forecast - BRF

6.2 Discussion / Decision Items

6.2.1 Administrative Services Director's Report

Director of Administrative Services (DAS) Mobbs presented the report. There were no questions.

6.2.2 Proposed 2022/23 Budget to Trust Council

6.2.2.1 Budget Session Outline

Chair of the Financial Planning Committee, Trustee Grove, introduced the work of the Financial Planning Committee.

DAS Mobbs spoke to the outline and how the session would progress.

6.2.2.2 Budget Assumptions and Principles – BRF

DAS Mobbs presented the briefing.

Discussion followed on:

- the tracking of staff time to process applications, the current software cannot accommodate the complexities and new software would be needed,
- reporting on the average increase on taxes over 10 years.

6.2.2.3 FPC Changes to the Draft 2022/23 Budget – BRF

DAS Mobbs spoke to the changes made to the draft budget at the last Financial Planning Committee meeting.

Discussion followed on funding LTC projects, surplus, and adding back the Hornby Island official community plan review.

The meeting recessed for a break at 10:25 a.m. and reconvened at 10:45 a.m.

6.2.2.4 Draft Budget 2022/23 Overview – BRF

DAS Mobbs spoke to the briefing as presented.

6.2.2.4.1 Numerical Budget Details

DAS Mobbs reviewed the numerical details as presented in the briefing.

It was requested that columns showing the actual spending for current fiscal and forecast for the 2022/23 budget be added back.

Discussion was heard on:

- repurposing of computers for both staff and trustees,
- that adoption of new fees bylaws may see a drop in applications,
- making space in the budget based on the outcome of the Governance Review.

6.2.2.4.2 2022/23 Strategic Plan and Operating Projects - Business Cases

Regional Planning Committee (RPC) Chair, Trustee Busheikin spoke to the RPC business cases and the status of the fresh water sustainability strategy.

Director of Local Planning Services (DLPS) Marlor spoke to associated business cases and answered questions.

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Trustee Colborne introduced the late item which was circulated to trustees: Business case for Gabriola Local Trust Area Biocultural and Housing Diversity Program.

Director of Trust Area Services (DTAS) Frater spoke to the project business cases as presented.

Remaining business case items were discussed after agenda item 7.

The meeting recessed for lunch at 12:03 p.m., and reconvened at 1:10 p.m.

By general consent, agenda item 7. Delegations and Town Hall was addressed next.

7. ENGAGEMENT

Chair Luckham welcomed delegations and members of the public to the session.

7.1 Delegations

7.1.1 Gulf Islands Alliance - Draft Bylaw No. 183 Trust Policy Statement and Affordable Housing

Representing the Gulf Islands Alliance, Susan Yates attended in-person and spoke on affordable housing with regards to directive policies and the object of the Trust providing written recommendations to amend specific sections of draft Bylaw No. 183.

7.1.2 David Dunnison - Extent of the coastal Douglas-fir Zone

David Dunnison presented a PowerPoint regarding the extent of the coastal Douglas-fir zone in the Trust Area as being artificially represented and called for more collaboration and cooperation with trans-boundary organizations.

7.1.3 Stand earth - Pollution from Vessels; Exhaust Gas Cleaning Systems

Anna Barford, Canadian Shipping Campaigner with Stand.earth gave a PowerPoint presentation on the topic of vessel pollution from exhaust gas cleaning systems and asked Islands Trust to call on Transport Canada to take action on air pollution and dumping from vessels.

7.1.4 Saturna Island Ratepayers and Residents Association (SIRRA) - Budget and Feedback Process

Mairead Boland spoke to her delegation submission on behalf of SIRRA requesting that last year's budget consultation results be used to inform this

year's budget and to forgo this year's public consultation survey as presented in her PowerPoint presentation.

7.1.5 Jennifer Margison - Friends of the Gulf Islands Petition

Jennifer Margison spoke to a petition submitted with 500 signatures delivered to the Salt Spring Office requesting the new Policy Statement affirm the top priority of the Islands Trust is to protect the natural environment and preserve rural character, that no further rezoning be allowed where ecosystems and water quality and quantity are threatened and, that decision making be guided by current independent scientific data, traditional Indigenous practices and, local knowledge.

7.1.6 Michael Sketch - Constructive criticism of the current implementation of Islands Trust governance with remedy for compliance with the federation structure establish in the Act

Michael Sketch read his written submission as titled addressing the governance structure of Islands Trust and presented rewritings to sections of the Policy Statement.

7.2 Town Hall / Public Comments

There were 14 members of the public attending electronically and two members of the public in-person.

The following speakers addressed Trust Council:

David Courtney, Salt Spring – could not connect electronically due to technical difficulties then sent an email regarding BC Ferry service for forwarding to Trustees.

Mavis Underwood, Tsawout/ W̱SÁNEĆ First Nations - spoke to the importance of First Nations acknowledgment in the Policy Statement and there should be greater effort to protect and acknowledge ancestral remains. She stated that First Nations have never surrendered marine territory calling on Islands Trust to work with First Nations culturally and that there not be any further development without consultation and work through the creation of an oversight committee.

Jacinthe Eastick, Gabriola – supports an official community plan review on Gabriola that addresses water sustainability, nature, forests and foreshore issues and that multi-family affordable housing be discussed with the community whether Gabriola wishes to be urbanized.

Bryan Young, Chair of Transition Salt Spring – called for collaboration with Transition Salt Spring, that Islands Trust budget for a fire ecologist as part of a coastal Douglas-fir project. Transition Salt Spring is in the process of securing grant funding supporting research for fire risk and resiliency in the Maxwell Lake watershed.

Shawna Doll, Raincoast Conservation Foundation – called on local action to address climate change asking trustees to question every decision they make as to whether it will accelerate or slow climate and ecological change.

Tobi Elliott, Gabriola – spoke in support of the request for decision being brought forward by Trustees Patrick and Colbourne regarding the housing equity and workforce shortage crisis.

Chair Luckham noted there were no further speakers and moved to address the outstanding budget items at 6.2.2.4.2

6.2.2.4.2 2022/23 Strategic Plan and Operating Projects - Business Cases

CAO Hotsenpiller spoke to the Executive Committee project budget requests as presented.

Director Mobbs requested that item 6.2.4 be addressed before item 6.2.3.

6.2.4 ITCB 2022/23 Budget Request

6.2.4.1 ITC Board Budget Request Summary

Chair of Islands Trust Conservancy (ITC), Trustee Stamford, spoke to the ITC budget requests as presented.

6.2.4.2 ITCB new staff business case

Discussion followed on the request to fund a .6 full-time employee (FTE) fund development specialist, and requesting more funding from the Province.

6.2.3 SSI LTC Special Property Tax Request

6.2.3.1 SSIWPA Special Requisition $75,500

Received as part of the budget package for Trust Council consideration.

6.2.3.2 SSIWPA Reserve funds project: Strat plan for watersheds $40,900

Received as part of the budget package for Trust Council consideration.

The meeting recessed for a break at 3:00 p.m., and reconvened at 3:15 p.m.

By general consent, item 8.2.2 was addressed next.

8.2.2 Draft Freshwater Sustainability Strategy – RFD

Director of Local Planning Services (DLPS) Marlor introduced Kirk Stinchcombe, Econics Managing Director, contracted to assist in the development of a freshwater sustainability strategy.

Mr. Stinchcombe acknowledged the contributions of staff and trustees then spoke to the strategy.

Discussion followed.

TC-2021-112
It was Moved by Trustee Busheikin and Seconded by Trustee Fenton
That Islands Trust Council receive the Freshwater Sustainability Strategy.

CARRIED

TC-2021-113
It was Moved by Trustee Busheikin and Seconded by Trustee Wolverton,
That Islands Trust Council request that the Regional Planning Committee add to its work program the development of an Islands Trust Freshwater Sustainability Strategy policy document and recommendations for implementation of the Freshwater Sustainability Strategy.

CARRIED

By general consent, Trust Council addressed item 6.2.2.4.2.

6.2.2.4.2 2022/23 Strategic Plan and Operating Projects - Business Cases

Chair Luckham requested Trust Council address any amendments to the draft budget as presented.

TC-2021-114
It was Moved by Trustee Colbourne and Seconded by Trustee Rogers,
That Trust Council include the "Gabriola Local Trust Area Biocultural and Housing Diversity Program" in the draft budget and public consultation process for fiscal year 2022/2023.

DEFEATED

DRAFT

TC-2021-115
It was Moved by Trustee Scott and Seconded by Trustee Allen,
That the $15,000 for the Hornby Island Official Community Plan Review be put back into the 2022/2023 draft budget.

CARRIED

TC-2021-116
It was Moved by Trustee Busheikin and Seconded by Trustee Fenton,
That the Freshwater Sustainability Reporting Program, with a budget of $41,000, be included in the Islands Trust 2022/2023 draft budget.

DEFEATED

By general consent, Trust Council addressed item 9.2.2 next.

9.2.2 Presentation on Upcoming Water Licensing Deadline for Existing Non-Domestic Groundwater Users - Session Outline

Senior Freshwater Specialist Shulba introduced the presentation.

Ted White, Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) and Julia Berardinucci, Ministry of Environment and Climate Change Strategy (ENV) presented a PowerPoint about new requirements for licencing of existing non-domestic groundwater users to help build awareness for Trust Council and residents across the Islands Trust Area about the March 1, 2022 deadline.

Trustee Scott left the meeting at 4:40 p.m.

Discussion followed, it was noted a webinar from Trust Area Services is in the works.

By general consent, the meeting recessed for the day at 5:20 p.m.

Thursday, December 2, 2021

At 9:00 a.m., Chair Luckham reconvened the meeting. All trustees were present with the exception of Trustees Thorn and McConchie.

It was noted that there were 63 livestream views on December 2.

10. CLOSED MEETING

At 9:02 a.m., the meeting was closed to the public.

TC-2021-117
It was Moved by Trustee Fast and Seconded by Trustee Wolverton,
That the Islands Trust Council meeting be closed to the public subject to Section 90(1) of the Community Charter in order to consider matters related to (c) labour relations or other employee relations and that staff be invited to attend the closed session.

CARRIED

At 9:20 a.m., the meeting was reopened to the public.

By general consent, Chair Luckham resumed the agenda beginning at item 8.

8. LOCAL PLANNING SERVICES

8.1 Consent Agenda Items

By general consent, Trust Council adopted the recommendation presented in item

8.1.1. Regional Planning Committee Work Program Report
That Islands Trust Council approve the top priorities of the Regional Planning Committee Work Program Report.

8.2 Discussion \ Decision Items

8.2.1 Local Planning Services Director's Report

Director of Local Planning Services (DLPS) Marlor summarized the report.

8.2.2 Draft Freshwater Sustainability Strategy – RFD

This item was addressed after item 6.2.3 on December 1.

Trustee Thorn joined the meeting at 9:30 a.m.

8.2.3 Amendments to Trust Council Policy 5.5.1 Bylaw Compliance and Enforcement – RFD

Bylaw Compliance and Enforcement Manager Dingman presented the request for decision (RFD).

TC-2021-118
It was Moved by Trustee Fast and Seconded by Trustee Wolverton,
That Trust Council adopt revised Policy 5.5.1 Bylaw Compliance and Enforcement as presented in (attachment 1.)

CARRIED

9. TRUST AREA SERVICES

9.1 Consent Agenda Items

Item 9.1.3 was pulled from the consent agenda for discussion.

By general consent, Trust Council adopted the recommendations as presented in items 9.1.1 to 9.1.2.

9.1.1 Trust Area Services Work Program Report

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

9.1.2 Legislative Monitoring Report - BRF

Received for information.

9.1.3 Policy Statement Amendment Project Update - BRF

Discussion regarding adding more work to the project given it may not receive first reading before end of term of office was heard.

By general consent, the briefing was received for information.

9.2 Discussion / Decision Items

9.2.1 Trust Area Services Director's Report

Director of Trust Area Services spoke to the report.

9.2.3 Engagement and Intergovernmental Relations between Islands Trust, First Nations and Other Agencies Quarterly Report August 2021 to mid-November 2021

Senior Intergovernmental Policy Advisor (SIPA) Wilcox presented the report.

Discussion followed on a timeframe for completion of the cultural heritage overlay mapping project and its progress.

9.2.4 Islands Trust Conservancy Report

Chair of Islands Trust Conservancy, Trustee Stamford, spoke to the report including staffing and funding updates.

9.2.5 Nighthawk Hill NAPTEP Expansion Application, North Pender Island Local Trust Area – RFD

Chair of Islands Trust Conservancy, Trustee Stamford, presented the request for decision.

DRAFT

TC-2021-119
It was Moved by Trustee Stamford and Seconded by Trustee Morrison,
That the Islands Trust Council approves the amendment of the NAPTEP Certificate for the covenanted portion of the property described as PID 001-081-110, Lot 38, Section 7, Pender Island, Cowichan District, Plan 32261, Except Part in Plan 35333, to extend the Certificate to cover the increased protection area, and to reference the registration number of the new conservation covenant and survey plan that will be registered.

CARRIED

Trustee Thorn left the meeting at 10:00 a.m.

TC-2021-120
It was Moved by Trustee Stamford and Seconded by Trustee Morrison
That the Islands Trust Council requests the Secretary to issue a new NAPTEP Certificate for the covenanted portion of the property described as PID 001-081-110, Lot 38, Section 7, Pender Island, Cowichan District, Plan 32261, Except Part in Plan 35333, to reflect the approved amendment, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP

CARRIED

9.2.6 Livingstone Forest NAPTEP Certificate, Lasqueti Island – RFD

Chair of Islands Trust Conservancy, Trustee Stamford, presented the request for decision.

TC-2021-121
It was Moved by Trustee Stamford and Seconded by Trustee Fenton
That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate for the covenanted portion of the property described as PID 000-009-474, the west 1/2 of the south east 1/4 of section 21, Lasqueti Island, Nanaimo District, Except parts in Plans 17116 and 30313, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

CARRIED

9.2.7 Reinstatement of Islands Trust Community Stewardship Awards Program – RFD

Director of Trust Area Services (DTAS) Frater presented the request for decision.

DRAFT

TC-2021-122
It was Moved by Trustee Morrison and Seconded by Trustee Wolverton,
That the Islands Trust Council reinstate the Community Stewardship Awards Program beginning January 2022.

CARRIED

TC-2021-123
It was Moved by Trustee Morrison and Seconded by Trustee Wolverton,
That the Islands Trust Council amend the Administration of the Community Stewardship Awards Program policy (2.1.11) to clarify that the program will now be offered in the final year of each term.

CARRIED

The meeting recessed for a break at 10:17 a.m. and reconvened at 10:32 a.m. It was noted there were three members of the public attending electronically and one in-person.

By general consent, Trust Council addressed further amendments to the draft budget under item 6.2.2.4.2.

6.2.2.4.2 2022/23 Strategic Plan and Operating Projects - Business Case

TC-2021-124
It was Moved by Trustee Wolverton and Seconded by Trustee Morrison,
That the Climate Indicators Project for $25,000 be included in the Islands Trust 2022/2023 draft budget.

CARRIED

TC-2021-125
It was Moved by Trustee Critchley and Seconded by Trustee Colbourne,
That Trust Council remove from the draft budget the item for new trustee computers for $14,900.

DEFEATED

TC-2021-126
It was Moved by Trustee Grove and Seconded by Trustee Stamford,
That Trust Council approve the draft 2022/23 budget as amended for public consultation.

CARRIED

By general consent, year-end staff recognition awards were acknowledged.

Staff Recognition is awarded by staff peers on outstanding work and accomplishments throughout the year.

The following awards were presented:

- Innovation Award for work on Policy Statement strategic goals – Director of Local Planning Services, David Marlor
- Legacy Award to Legislative Services Manager, Carmen Thiel.

11. RISE AND REPORT

Chair Luckham reported from the closed meeting that the minutes of the September Trust Council meeting were adopted.

12. NEW BUSINESS

Trustee Maude left the meeting at 11:30 a.m.

12.1 Housing Equity and Workforce Shortage Crisis - Trustee RFD

Trustee Colbourne spoke to the request for decision.

TC-2021-127
It was Moved by Trustee Patrick and Seconded by Trustee Wolverton,
That the Islands Trust Council declare that a Housing Equity and Workforce Shortage Crisis exists in many of the islands within the Islands Trust Area.

CARRIED

DRAFT

TC-2021-128
It was Moved by Trustee Colbourne and Seconded by Trustee Patrick,
That Islands Trust Council:
Make the following recommendations to British Columbia's Lieutenant Governor in Council, in accordance with S. 8(2)(e) of the Islands Trust Act;
1) That the Province of British Columbia develop the necessary mechanisms to create, fund, govern, and administer an Islands Housing Authority-type entity that will develop housing solutions across the Islands Trust area that:

a. Support equitable access to housing as a fundamental human right and an act of Reconciliation with First Nations and Indigenous Peoples;
b. recognize that there is critical need for a diversity of housing across the Islands Trust Area, and that the islands are particularly lacking in purpose-built rental housing;
c. fosters preservation and protection of at-risk ecosystems, cultural heritage sites, and large tracts of forests and farmland;
d. recognize that intensifying development of new single-user, market-valued homes poses a clear threat to the natural environment and cultural heritage sites, and is not the best use of the remaining residential land on the islands;
e. recognize that compact and clustered residential development can make more efficient use of land, resources and infrastructure, produce lower greenhouse gas emissions, and be more affordable than resource-intensive single-user homes;
f. support a socially and economically diverse population and healthy communities across the Islands Trust Area;
g. allow for islands within the current Islands Trust area to opt into the entity.

TC-2021-129
It was Moved by Trustee Busheikin and Seconded by Trustee Colbourne,
Amend motion TC-2021-128 by adding:

h. recognize the value of island specific solutions, traditions and approaches to providing housing options.

CARRIED

TC-2021-130
It was Moved by Trustee Morrison and Seconded by Trustee Dodds,
That we refer the motion on the table (TC-2021-128) to the Regional Planning Committee for further consideration.

CARRIED

It was discussed that the intent of the referral motion to Regional Planning Committee could bring improvements to the motion for consideration at March Trust Council.

Trustee Dodds left the meeting at 12:18 p.m.

13. SUMMARY / UPDATES

13.1 Trustee Updates

13.1.1 BC Ferries (Ferry Advisory Committee Chairs)

Trustee Colbourne noted ferry service issues due to staff shortages have occurred for all routes. Trustee Grove will circulate an information piece to trustees from the Driftwood newspaper regarding Route 6.

13.1.2 First Nations

13.1.2.1 Xwe'etay/Lasqueti Archaeology Project - Trustee Johnston
Received for information.

13.1.3 Gulf Islands National Park Reserve Advisory Committee - None
13.1.4 Salt Spring Island Watershed Protection Alliance (SSIWPA) - None
13.1.5 Atl'ka7tsem/Howe Sound Community Forum - None
13.1.6 Southern Gulf Islands Forum - None
13.1.7 Baynes Sound Forum - None
13.1.8 Freighter Anchorages Update - Trustee Fenton Report - None

13.2 Priorities Chart

Received for information.

13.3 Proposed March 2022 Trust Council Program

It was discussed that the Select Committee conversation be on the first day of March Trust Council and that former trustees from the Gabriola and possibly Lasqueti committees be invited to March Trust Council.

13.4 Disposition of Delegations and Town Hall Requests

TC-2021-131
It was Moved by Trustee Critchley and Seconded by Trustee Busheikin,
That Trust Council request staff to review the language used in the website and publications to ensure accuracy regarding the extent of the Coastal Douglas-fir ecosystem, with consultation with Province of BC staff experts as necessary.

CARRIED

TC-2021-132
It was Moved by Trustee Johnston and Seconded by Trustee Langereis,
That staff be asked to report on the veracity of the data presented by SIRRA on budget feedback and process, and that if it is substantially accurate and correct, that we not use the same budget feedback process this year.

DEFEATED

DRAFT

TC-2021-133
It was Moved by Trustee Morrison and Seconded by Trustee Rogers,
That the Trust Council refer delegation items 7.1.1 Gulf Islands Alliance - Draft Bylaw No. 183 Trust Policy Statement and Affordable Housing and, 7.1.5 Jennifer Margison - Friends of the Gulf Islands Petition to the Trust Programs Committee for consideration as part of the Trust Policy Statement Project.

CARRIED

TC-2021-134
It was Moved by Trustee Fenton and Seconded by Trustee Langereis,
That the Chair write a letter to "Transport Canada to take action on air pollution and dumping from vessels, including stopping the use of scrubbers, mandating the fuel standard without the scrubber work around, as California has done include requiring or incentivize the use of marine gas oil, instead of HFO with scrubbers, in advocacy conversations on oil spill clean up and anchorages.

CARRIED

14. STRATEGIC PLAN (Amendments) – None

15. CORRESPONDENCE

15.1 M. Leichter letter dated October 23, 2021 re: Residential Floor Area Ratio Review Model Bylaw Report March 2021

Regional Planning Committee has also received the correspondence.

16. NEXT MEETING

Chair Luckham acknowledged requests for appointments to the Regional Planning and Trust Programs Committees that interested trustees send an email to the chair and ratification would follow by resolution without meeting.

The next Trust Council meeting is scheduled to be held in-person in Nanaimo, March 8-10, 2022.

17. ADJOURNMENT

By general consent, the meeting adjourned at 12:46 p.m.

_____
Peter Luckham, Chair

Certified Correct

_____
Lori Foster, Executive Coordinator/Recorder

DRAFT

Print Date: February 17, 2022

Resolutions Without Meetings Log

Trust Council

Resolution Number	Action	Date
2022-001	**Carried**	**12-Jan-2022**
It was Moved by Trustee Wolverton and Seconded by Trustee Rockafella: That Trust Council ratify the appointment of Trustee Doug Fenton to the Regional Planning Committee.		
2021-007	**Carried**	**20-Dec-2021**
It was Moved by Chair Luckham and Seconded by Vice-Chair Rogers: That Trust Council ratify the appointments of Trustee Colbourne to the Regional Planning Committee, Trustee Scott to the Trust Programs Committee and Trustee Wright to the Trust Programs Committee.		
2021-006	**Carried**	**10-Dec-2021**
It was Moved by Trustee Stamford and Seconded by Trustee Fenton, That Islands Trust Council Bylaw No. 184, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 6, 2021" be adopted.		

ISLANDS TRUST COUNCIL

RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2022-001

The following matter is considered urgent and necessary in order for Trustee Doug Fenton to be ratified, by Trust Council, as a member of the Regional Planning Committee, in accordance with s. B. (1.1.5) of Trust Council Policy 2.3.1.

It was Moved by Trustee Wolverton and Seconded by Trustee Rockafella:
That Trust Council ratify the appointment of Trustee Doug Fenton to the Regional Planning Committee.

Trustees were notified, via email, of the resolution without meeting and call for the vote on January 10, 2022.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
1. Kate-Louise Stamford	January 10, 2022	In Favour
2. Jane Wolverton	January 10, 2022	In Favour
3. Paul Brent	January 10, 2022	In Favour
4. Jeanine Dodds	January 10, 2022	In Favour
5. Doug Fenton	January 10, 2022	In Favour
6. Michael Kaile	January 10, 2022	In Favour
7. Peter Grove	January 10, 2022	In Favour
8. Laura Patrick	January 10, 2022	In Favour
9. Steve Wright	January 10, 2022	In Favour
10. Tahirih Rockafella	January 10, 2022	In Favour
11. Grant Scott	January 10, 2022	In Favour
12. Peter Luckham	January 10, 2022	In Favour
13. Timothy Peterson	January 10, 2022	In Favour
14. Peter Johnston	January 10, 2022	In Favour
15. Sue Ellen Fast	January 10, 2022	In Favour
16. Dan Rogers	January 10, 2022	In Favour
17. Kees Langereis	January 10, 2022	In Favour
18. Laura Busheikin	January 10, 2022	In Favour
19. David Critchley	January 10, 2022	In Favour
20. David Maude	January 10, 2022	In Favour
21. Lee Middleton	January 10, 2022	In Favour

TRUSTEES VOTE NOT AVAILABLE

22. Ben McConchie 23. Deb Morrison 24. Scott Colbourne 25. Alex Allen
26. Cameron Thorn

FINAL VOTE COUNT (21) IN FAVOUR (0) OPPOSED DECISION **CARRIED**

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

_____ _____

CHAIR'S SIGNATURE RECORDER'S SIGNATURE

ISLANDS TRUST COUNCIL

RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2021-007

The following matter is considered urgent and necessary in order for Trustee Colbourne to be ratified, by Trust Council, as a member of the Regional Planning Committee and Trustees Scott and Wright be ratified, by Trust Council, as members of the Trust Programs Committee, in accordance with s. B.(1.1.5) of Trust Council Policy 2.3.1.

At Executive Committee's December 15, 2021 regular meeting:

It was Moved by Chair Luckham and Seconded by Vice-Chair Rogers:
That Trust Council ratify the appointments of Trustee Colbourne to the Regional Planning Committee, Trustee Scott to the Trust Programs Committee and Trustee Wright to the Trust Programs Committee.

Trustees were notified, via email, of the CALL FOR THE VOTE December 16, and December 17, 2021.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
1. Peter Johnston	December 17, 2021	In Favour
2. Sue Ellen Fast	December 17, 2021	In Favour
3. Kate-Louise Stamford	December 17, 2021	In Favour
4. Kees Langereis	December 17, 2021	In Favour
5. Paul Brent	December 17, 2021	In Favour
6. Grant Scott	December 17, 2021	In Favour
7. Peter Grove	December 17, 2021	In Favour
8. Jane Wolverton	December 17, 2021	In Favour
9. Tim Peterson	December 17, 2021	In Favour
10. Doug Fenton	December 17, 2021	In Favour
11. Michael Kaile	December 17, 2021	In Favour
12. Lee Middleton	December 17, 2021	In Favour
13. Jeanine Dodds	December 17, 2021	In Favour
14. Steve Wright	December 18, 2021	In Favour
15. David Critchley	December 18, 2021	In Favour
16. Cameron Thorn	December 19, 2021	In Favour
17. Dan Rogers	December 19, 2021	In Favour

TRUSTEES VOTE NOT AVAILABLE

18. Ben McConchie	19. Deb Morrison	20. Scott Colbourne	21. Peter Luckham
22. Alex Allen	23. Laura Busheikin	24. Laura Patrick	25. Tahirih Rockafella
26. David Maude			

FINAL VOTE COUNT (17) IN FAVOUR (0) OPPOSED DECISION **CARRIED**

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON December 20, 2021.

_____ _____

CHAIR'S SIGNATURE RECORDER'S SIGNATURE

ISLANDS TRUST COUNCIL

RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. TC-RWM-2021-06

The following matter is considered urgent and necessary in order for Trust Council to adopt Bylaw No. 184, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 6, 2021".

Date transmitted to Trustees – December 8, 2021 via email.

It was Moved by Trustee Stamford and Seconded by Trustee Fenton,
That Islands Trust Council Bylaw No. 184, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 6, 2021" be adopted.

TRUSTEES VOTE RECEIVED	DATE VOTE RECEIVED	VOTE
1. Laura Patrick	December 8, 2021	In-Favour
2. Dan Rogers	December 8, 2021	In-Favour
3. Doug Fenton	December 8, 2021	In-Favour
4. Peter Luckham	December 8, 2021	In-Favour
5. Kees Langereis	December 8, 2021	In-Favour
6. Sue Ellen Fast	December 8, 2021	In-Favour
7. Steve Wright	December 8, 2021	In-Favour
8. Grant Scott	December 8, 2021	In-Favour
9. Kate-Louise Stamford	December 8, 2021	In-Favour
10. Jeanine Dodds	December 8, 2021	In-Favour
11. Lee Middleton	December 8, 2021	In-Favour
12. Laura Busheikin	December 8, 2021	In-Favour
13. David Critchley	December 8, 2021	In-Favour
14. Alex Allen	December 8, 2021	In-Favour
15. Tim Peterson	December 8, 2021	In-Favour
16. Jane Wolverton	December 8, 2021	In-Favour
17. Peter Grove	December 8, 2021	In-Favour
18. Paul Brent	December 8, 2021	In-Favour
19. Peter Johnston	December 8, 2021	In-Favour
20. Michael Kaile	December 8, 2021	In-Favour
21. David Maude	December 8, 2021	In Favour

TRUSTEES VOTE NOT RECEIVED AT THE TIME OF MAJORITY

22. Ben McConchie 23. Cameron Thorn 24. Deb Morrison 25. Scott Colbourne
26. Tahirih Rockafella

FINAL VOTE COUNT (21) IN FAVOUR (0) OPPOSED DECISION **CARRIED**

THE CHAIR DECLARED THE ABOVE RESOLUTION **CARRIED**, PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON December 10, 2021.

_____ _____
CHAIR'S SIGNATURE DATE

_____

Signature of Recorder

March 8, 2022
1:15 p.m. - 5:30 p.m.
Islands Trust Council

Governance Review Session

Background: In December 2020, Trust Council directed that a review of the Islands Trust be undertaken by an external consultant focused upon governance and management functions of the Trust. Great Northern Management Consultants was the selected contractor who initiated the work in March 2021. The final report has been provided to Trust Council for the March 2022 meeting and is the subject of this session.

Purpose: To receive a presentation on the Governance Review from Great Northern Management Consultants followed by a question and answer session and finally, a discussion session between Trustees.

Resources: Great Northern Management Consultants:
- Charles Kelly, Project Manager
- Maryantonett Flumian
- James Roche
- Eric Vance
- Sylvain Dubois

Chair, Select Committee, Lee Middleton
Chair, Trust Council, Peter Luckham
Chief Administrative Officer, Russ Hotsenpiller

TIME	TOPIC	WHO
1:15	Introductions	Chair, Select Committee, Lee Middleton
1:30 - 2:00	Overview by Great Northern Management Consultants of Governance Review	Great Northern Management Consultants
2:00 - 3:00	Question and Answer Session	Chair, Trust Council, Peter Luckham
3:00 - 3:15	BREAK	
3:15 – 5:30	Trustee Discussion Session	Chair, Trust Council, Peter Luckham

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 8, 2022
From:	**CAO**	**Date Prepared:**	February 17, 2022
SUBJECT:	**Receipt of Governance Review prepared by Great Northern Management**		

PURPOSE: To receive the Islands Trust Governance Review, February 2022 prepared by Great Northern Management Consultants.

BACKGROUND: At its December 1-2, 2020 meeting, Trust Council approved an external review of the Islands Trust governance and management functions. Concurrently, Trust Council struck an ad hoc, Select Committee to oversee the development of the Review, including the selection of a consultant to undertake the work.

In May of 2021, Great Northern Management Consultants were contracted to undertake the Review, following a Request for Proposals process through BC Bid and Procurement and Contract Services with the Provincial government.

The Select Committee met on a regular basis through 2021, including meetings with the consultant team. The final Select Committee meeting was held on January 10, 2022. On February 9, Great Northern Management provided the Governance Report to the Islands Trust and it was subsequently sent to Trustees on a confidential basis. That report is now included in the Trust Council agenda for March 8, 2022 with a scheduled presentation by the consultant team to be followed by questions from Trustees.

The Governance Review contains 15 recommendations associated with governance at the Islands Trust and a further suite of recommendations contained in Appendix A focused upon planning services.

A number of recommendations would have financial implications to the organization and there are currently no funds allocated to Governance Review recommendations in the 2022/2023 budget.

It is recommended, depending upon which recommendations Trust Council wants to further, that legal advice be sought to address at a minimum: the relationship between the Islands Trust and the Public Service Agency, the election process for Executive Committee, and any additional appointees to Trust Council.

Also, of note is that several of the recommendations from the Governance Review associated with Local Planning Services are currently underway as part of the Local Planning Services Renewal project, including:

- Standardizing of official community plan (OCP) formats and content,
- A more efficient and streamlined OCP amendment process,
- Selection of criteria by which Local Trust committees and Trust Council assess and select projects,
- An increase in development application fees.

Trust Council may wish to consider what future process it should adopt to consider the report recommendations and what staff reporting or follow-up information it may require. While some of the recommendations stand alone, there are a number that would require further detail and analysis prior to successful implementation.

It is anticipated that any identified errors in fact or areas in need of further clarification would be adjusted in provision of a final document by the consultant team.

ATTACHMENT(S):

1. **Islands Trust Governance Review, Great Northern Management Consultants, February 2022.**

FOLLOW-UP: as directed by Trust Council.

Prepared By: **R. Hotsenpiller**

Reviewed By/Date: **February 18, 2022**

TO PRESERVE AND PROTECT THE TRUST AREA AND ITS UNIQUE AMENITIES AND ENVIRONMENT FOR THE BENEFIT OF THE RESIDENTS OF THE TRUST AREA AND THE PROVINCE GENERALLY, IN COOPERATION WITH MUNICIPALITIES, REGIONAL DISTRICTS, IMPROVEMENT DISTRICTS, OTHER PERSONS, ORGANIZATIONS AND THE GOVERNMENT OF BRITISH COLUMBIA.

THE ISLANDS TRUST ACT, 1974

ISLANDS TRUST GOVERNANCE REVIEW

February 2022

Great Northern Management Consultants

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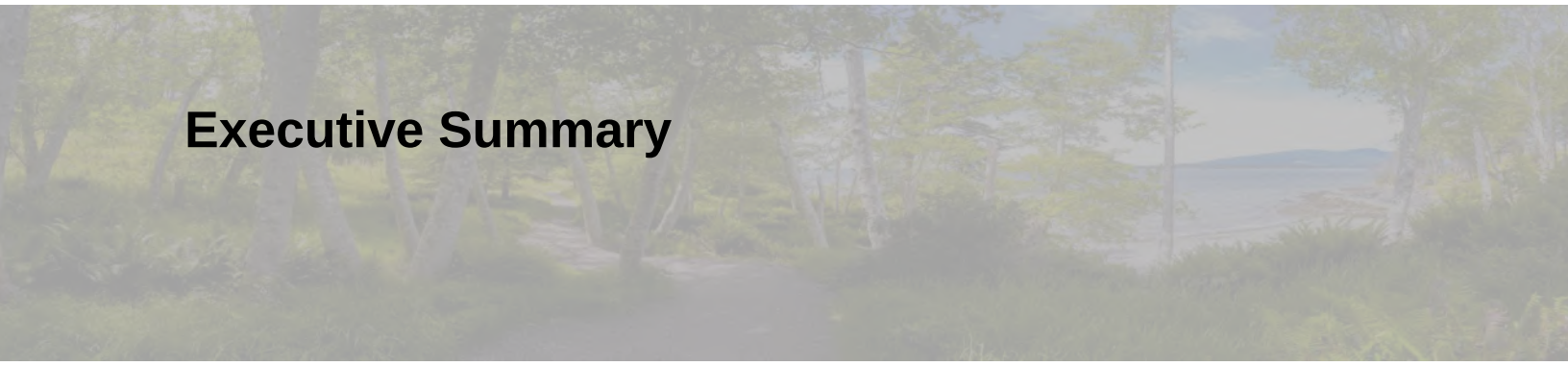


Executive Summary

Trust is the glue that binds governing systems to the people they serve. Relevance and purpose keeps governance current and meaningful to residents.

A shared understanding among Trustees of the Islands Trust mission and mandate, together with robust arrangements and practices to support consensus-building and decision-making, is the bedrock for a well-functioning Trust Council.

Crucially, Trustees and senior staff are unequivocal in stating their commitment to the Trust and their belief in its potential to safeguard the area's unique physical environment and enhance the quality of life of its residents.

Put simply, good governance is the art of setting and navigating the course for the institution. Current Trust Council practices, however, do not meet the requirements set by good governance principles.

Connecting Good Governance Principles to Islands Trust Practices

Good Governance Principles	**Islands Trust Practices**
Legitimacy and Voice	
• informed leadership selection process	• leadership selection process is flawed, impairing informed choice and buy-in
• citizens' voices are heard	• ample opportunity for residents to be informed and make their views known
• stakeholders and partners have representational standing	• key partners, most notably First Nations and representatives of province-wide interests, are absent from decision-making
• a consensus-building orientation for decision-making	• Trust Council practices, proceedings and committee structure do not foster the development of consensus

Good Governance Principles	Islands Trust Practices
Direction and Purpose	
• shared vision of strategic direction and the means for getting there	• persistent divisions around the meaning of the Preserve and Protect Object, and the measures necessary to uphold it
Performance and Stewardship	
• making the best use of resources	• every reason to believe Islands Trust's financial records and practices meet the standards set for a public agency
	• significant concerns regarding efficiency and cost-effectiveness, as well as timeliness
	• inadequate demonstration that financial and human resources are allocated commensurate with Islands Trust priorities
	• to the extent they exist, Trust Council has virtually no role and very little information as to performance targets and assessment of CAO
Accountability	
• accessibility to information and proceedings; transparency	• transparency and accessibility to both information and Council proceedings meets the standards set by the Government of British Columbia
• meaningful performance metrics, widely available	• real performance measures, as opposed to workload measurements, are largely absent. Consequently, performance targets are virtually non-existent
Fairness	
• practices that ensure equal opportunity	• practices appear to conform with provincial government policies and guidelines
• impartial application and enforcement of rules and requirements	• processes are obscure and overly bureaucratic

Trust Council's challenge is to set an agenda for reform that modernizes a governance structure. The structure has not changed significantly in over 30 years. The dramatic developments and ever-increasing challenges in the Islands Trust's environment demands this reform. A new approach that emphasizes consensus and collaborative decision-making will allow Trustees to better fulfill their responsibility to set direction, guide operations, and assess performance.

Better information and briefings are needed to ensure candidates standing for election as Trustees have a fuller understanding of the multi-faceted role Trustees play. Similarly, newly-elected Trustees need to be empowered through an on-boarding program that allows them to quickly acquire both the procedural and substantive knowledge necessary to act effectively in their role. It is a matter of the greatest importance that the Trust Council's leadership selection process be changed to allow for Trustees to be better-informed in their capacity as electors.

The number of committees of Trust Council should be increased, allowing for a sharper focus on those issues of greatest priority to Trustees. Committee membership should be more carefully considered, including the addition of outside members with experience and expertise that would otherwise be missing. All membership on committees should be subject to the approval of Trust Council as a whole.

Given the large size of Trust Council and its relatively infrequent meetings, committees must be the real workhorses of Council, acquiring a command of subject matter and taking ownership of recommendations to Trust Council.

The Secretary to Trust Council should report to Trust Council through the Chair. The Secretary's role should be uniquely focussed on supporting Trustees in the discharge of their duties, including providing advice on procedural, statutory, and regulatory questions, ensuring the proper flow of information between Trust Council and management, and facilitating all aspects of the meetings of Council and its committees. The Secretary fulfills this role in collaboration with the Chief Administrative Officer, but at the direction of the Chair.

Among the first items of business to be taken up by the next Trust Council should be to establish a governance committee in order to drive reform from within. This work must begin in order for Trust Council to build trust and regain relevance. Change is needed. Change must happen now. Trust Council's governance committee would work closely with the Secretary and the Chief Administrative Officer to ensure good governance practices are in place and upheld.

Membership on Trust Council should be increased to represent both First Nations and the interests of the province as a whole.

Strategic and financial planning of all Trust activities should be consolidated in a single, multi-year corporate plan, renewed annually. The plan should include performance measures and targets.

A component of the plan should be a communications and stakeholder engagement strategy, with a focus on strengthening relations with key players and partners, especially within the provincial government, and promoting ongoing dialogue with Trust Area residents.

The plan should also include steps to establish greater synergy between the Islands Trust and the Islands Trust Conservancy, sharing knowledge and expertise, and featuring the Conservancy as an integral part of the Islands Trust brand.

The land use planning function consumes nearly three-quarters of the Islands Trust annual budget, and its activities have direct impact on virtually every resident of the Trust Area. Yet, 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.

Good governance can only be achieved if Trustees are able to dedicate a considerable amount of time to the business of the Trust. So that Trust Council is not the preserve only of those who do not need to earn a living, the significant time and effort required of Trustees must be reasonably compensated, which means an increase in current compensation levels.

Most of the initiatives described above address relatively high-level governance issues. It is important that these issues be dealt with first. Identifying measures to ensure alignment of management with Trust Council's new orientation should follow. To this end, Trust Council should launch a management and operational review with the object of ensuring this alignment, while enhancing reporting and accountability and fostering service delivery improvements.

Many of the most important changes needed can be made within the Islands Trust's current statutory and regulatory framework; Trustees have considerable latitude in determining how Trust Council is organized. What is needed is the political will for Council to choose reform and agree on a set of measures to improve its effectiveness and fulfill its mandate.

Approach

In March 2021, Great Northern Management Consultants received a mandate from the Islands Trust Council to undertake a review and make recommendations pertaining to governance and management policies and practices at the Islands Trust.

The mandate stipulated the Islands Trust Conservancy was outside the scope of the review. The mandate further stipulated that the *Islands Trust Act* itself was out of scope, but, in respect of governance matters, connections between challenges faced by the Islands Trust and the legislative framework under which it operates were matters for consideration. The mandate specifically identified planning and advocacy as areas for review.

The consulting team undertook a review of documentation, readily made available by Islands Trust staff, that informs the Trust's governance, and the policies which guide its practices and activities. Multiple meetings of Islands Trust Council and its committees were audited in real-time to gain an appreciation of the dynamics of the Council and of trustees' interactions. This research was complemented by ongoing background briefings and discussions with senior Islands Trust staff regarding the Trust's operations. A review was also undertaken of various statutory and regulatory authorities that pertain, including the *Islands Trust Act*, the *Local Government Act*, and the *Community Charter*.

(See Annex 2 – Biographical Notes of Consulting Team Members)

On matters of project scope and milestones, guidance was provided by a Select Committee of Council, which met with the consultants seven times over the course of the project.

In respect of advocacy, an initial review indicated that the current advocacy function at the Trust does not lend itself to cost/benefit analysis or objective measurement of effectiveness, as called for in the RFP. The mandate was modified accordingly.

(See Annex 3 - Note to Select Committee regarding Advocacy)

To explore Trustees' views of the governance and management challenges facing the Trust and their thinking as to how those challenges might be addressed, individual interviews lasting 90 minutes or longer with each of the 26 Islands Trust Trustees were conducted. Each interview involved two or more members of the consulting team. The interviews were confidential, in that comments made by Trustees are not for personal attribution.

These discussions all followed the same general outline, but, in the end, were personally shaped by the participating Trustee. They provided not only important information, but unique perspectives on how they viewed the challenges facing the Trust. Trustees were frank and constructive in their comments; all expressed a strong commitment to the

Islands Trust and a desire to identify ways to strengthen its effectiveness. Their personal strong commitment was evident.

(See Annex 4 - Discussion Guide for Trustee Interviews)

Interviews were also held with the Chief Administrative Officer and other senior staff from all the Trust's directorates to understand their roles and responsibilities and their perspective on the functioning of the Trust itself. Again, interviews were based on a discussion guide provided ahead of time, and are confidential. Senior staff were also invited to comment on any of the topics raised in the discussion guide for Trustees. Participants were forthcoming and constructive; their commitment to the Trust was evident.

(See Annex 5 - Discussion Guide for Senior Staff Interviews)

A number of other interviews were conducted with individuals that project team members felt could offer insight into specific topics or issues being examined. These interviews were not meant to serve as a form of public consultation, which was not part of the reviews' scope, but rather to provide the consulting team with additional information relevant to the lines of inquiry being pursued. Again, these discussions were confidential.

In all, upwards of 140 consulting hours were spent interviewing and discussing issues relevant to the review's mandate with individuals connected to the Islands Trust. This was an outsized effort which took place over several months and involved many scheduling complications; it was also a greater effort than could have been expected given the budget available, but was crucial to gaining a full appreciation of the issues and how they might be addressed. Taken together, the interviews proved invaluable in terms of understanding how Trustees view their role, and what they identify as strengths and weaknesses of both the Islands Trust governance framework and the arrangements that give it practical application and meaning.

British Columbia government officials with responsibilities related to the Islands Trust chose not to participate in the review; repeated invitations beginning in May to engage with the consulting team were finally declined six months later. The absence of input and insight from those in government with the closest interest in the Trust's activities is, on the face of it, perplexing, given the Trust's status as a Special Purpose Agency of the BC government, and the Trust's mandate, which includes the requirement to act in the interests of all British Columbia residents.

(See Annex 6 – Letter dated December 1, 2021 addressed to Peter Luckham and Lee Middleton, Islands Trust from Tara Faganello, Assistant Deputy Minister, Ministry of Municipal Affairs, Government of British Columbia.)

These Are Not Normal Times

The pandemic has changed everything we do. The Islands Trust is at a crossroads. At the best of times, a governance and management review signals the discussion of important issues in the life of any organization. Having these significant discussions only virtually has an impact on everyone's ability to conduct business in a normal way.

Not only has COVID had an impact on the conduct of this review but, more importantly, it has had an immeasurable impact on the conduct of business at the Islands Trust Council, its relationship with stakeholders, and its relationship with staff.

For the last two years, all relationships have been managed virtually without the vitally important connective tissue of personal and informal contact. Trustees have not had the ability to continue to get to know each other, to understand each other's values and priorities, to explore how to build consensus around important questions. Similarly, engagement with staff has been constrained. This situation has posed a huge challenge to an organization trying to set its future direction to 2050.

The Islands Trust at a Crossroads

The Trust Council and senior management have done a yeoman's job at managing the organization. By any measure, the Local Trust Committees (LTCs) have done a very good job at public engagement and representing their communities' interests. However, the consultants heard much about "restoring trust to the Trust". The issue of how Trust Council can be relevant given the pressing need to Preserve and Protect the 450 islands and surrounding waters of the Salish sea were raised by all. Trust Council has recognized this by launching an updating of its guiding document "the Policy Statement". The organization is struggling at finding a balance between protecting a unique and fragile ecosystem and the needs of a growing and different population than was in place in 1974, when the *Islands Trust Act* was enacted. In addition, a further dynamic tension, which has to be accommodated, is that between the federated governance model of the Trust Council and community interests at the local level.

The question that many are asking is: "is the Islands Trust a planning organization, or an institution charged with preserving and protecting a unique area with a broader mandate where planning is just one tool?"

Evolving Context

The *Islands Trust Act* was enacted in 1974. Since that time, several amendments have been made to keep pace with developments in the Trust Area, to reflect evolving thinking on governance arrangements. One significant change occurred in 1978, when, in addition to reaffirming the '"Preserve and Protect" mandate, the province transferred responsibility over land use planning and regulation within the Trust Area from regional districts to LTCs. The LTCs were not given authority to levy taxes, make budgets, decide how to spend resources, hire staff or acquire property. The Minister's appointment authority made way to the electoral process for the selection of Trustees. However, the Minister assumed responsibility for approving all community plans.

At the same time, amendments reinforced the concept that the Islands Trust Area constituted one single unit. It demonstrated this by requiring all taxpayers to pay the same tax rate regardless of where they lived in the Trust Area.

In the late 1990s, the Province undertook a further broad review of the Islands Trust. The review again reaffirmed the “Preserve and Protect” mandate and introduced legislative changes to implement the review. The most significant change was the establishment of the Trust Council as the governing and legislative body. The Council also assumed responsibility for developing and amending the Islands Trust Policy Statement. This Policy Statement, introduced in the 1990 legislation, was intended to proactively guide decisions and activities of the Council, the land-use planning efforts of LTCs, and the decisions of various governmental and no-governmental actors in the Trust Area.

Furthermore, the 1990 amendments created the following responsibilities for the Trust Council: approve the annual budget and oversee financial management of the Trust Council, hiring corporate officers, serving as the appeal body for LTC bylaws and reporting annually to the Minister. The Executive Committee of Council was also created and placed in charge of day-to-day operations of the Trust Council. Executive Committee members were to be elected from among the Trustees.

The 1990 amendments strengthened the superintendence role of the Minister vis-à-vis the Trust Council by giving the Minister the following powers:

- approving the Policy Statement by-law;
- approving the Annual Budget;
- levying the property tax in the non-municipal part of the Trust Area;
- approving any borrowing by the Trust;
- receiving the Annual Report;
- approving all Official Community Plans (OCPs) proposed by LTCs; and,
- serving as an appeal body for island municipalities whose OCPs were rejected by Trust Council.

In 2007, a governance review was undertaken by Neilson-Welch Consulting, focusing on the number and size of Local Trust Areas (LTAs), the question of proportional representation at Trust Council, and matters related to coordination between the Salt Spring Island LTC and the Capital Regional District. No significant governance changes resulted from the review.

A major review of local planning services, known as the Stantec report, was also undertaken in 2007. The report recommended implementing efficiencies and corresponding staff reductions in the land use planning function; these recommendations we not implemented.

In 2016, the governance focus had moved to the question of Salt Spring Island's possible incorporation as an island municipality, similar to Bowen Island. An assessment of the potential impact of such a change of status was undertaken by Urban Systems. This assessment was followed in the same year by an internal document, setting out a transition plan in the event of Salt Spring Island becoming a municipality. Residents voted for Salt Spring Island to remain an LTC, thereby making the studies redundant.

It is clear, however, that great effort and energy went into planning for this eventuality by both the province and the Islands Trust. When the initiative failed to materialize, "the air seemed to go out of the balloon". Rather than launching new efforts to examine the path forward now that the issue is settled, greater effort seems to have gone into protecting the status quo and focusing on day-to-day administration. Dissatisfaction ultimately resulted in Trustees making the decision to launch this review.

In 2021, further amendments to the legislation were passed by the BC Legislature:

- inclusion of a specific reference to First Nations as a party with whom Trust Council cooperates in its Object to Preserve and Protect[1];
- enabling the Islands Trust to give financial support to community groups for activities that provide education about its Object; and,
- streamlining the Islands Trust development approvals processes by enabling local trust committees (instead of Trust Council) to adopt and amend Development Approval Information bylaws.

The initiatives identified above, some of which resulted in real change while others did not, illustrate the dynamic nature of Islands Trust governance. However, notwithstanding the minor amendments to the *Act* currently before the provincial legislature, and aside from the 2016 preoccupation with the status of Salt Spring Island, there has been little substantive consideration of governance changes. Given so many significant changes in the Trust Area's reality, a review of governance is well overdue.

A governance review is, of course, never an end in itself. In the case of the Islands Trust, where so much has happened to affect and change the context in which the Trust Council operates, there is a pressing need to modernize the Trust's governance framework. The goal is to ensure the Trust is as well-equipped as possible to meet the new challenges it faces.

Islands Trust Act

The Island Trust is a unique body. On the one hand it has certain characteristics of a local government, but differs significantly from local governments in that:

[1] The addition of "First Nations" in Section 3 of the *Islands Trust Act* is a bare minimum, given the scope of the *Declaration on the Rights of Indigenous Peoples Act*, which affirms the application of the Declaration to the laws of British Columbia, contributes to the implementation of the Declaration, and supports the affirmation of, and develops relationships with, Indigenous governing bodies. As well, the government must take all measures necessary to ensure the laws of British Columbia are consistent with the Declaration. First Nations are notably absent from the governance of the Islands Trust.

- it has no authority of its own to impose property taxes;
- is primarily concerned with protecting the amenities and environment of the Trust Area as opposed to providing services to people;
- is governed chiefly by its own legislation, and secondarily by cross-reference to other provincial statutes, notably the *Local Government Act,* the *Community Charter,* and the *Environmental Management Act*; and,
- is very much a creature of the Province, guided by strong provincial interest, and subjected to a greater level of provincial involvement and oversight than municipalities and regional districts.

As noted earlier, the *Islands Trust Act* establishes the Trust and the Trust Fund and defines the Object and organization of the Trust.

The Object of the Trust is to Preserve and Protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia. The Trust Area is defined as the waters and islands of the Salish Sea between Vancouver Island and the British Columbia mainland.

For the purpose of carrying out the Object of the Trust, the organization consists of the Trust Council, Executive Committee, Local Trust Committees and Islands Trust Conservancy.

The Trust Council establishes the general policies for carrying out the Object, and is responsible for the financial management of the Trust, other than financial management of the Trust Fund. The Executive Committee carries out the daily business of the Trust, reviews the activities of the Local Trust Committees, and acts as a local trust committee for that part of the Trust Area that is not in a local trust area or municipality.

The Local Trust Committees regulate the development and use of land in their Local Trust Area by exercising powers conferred by the *Act*, including powers that would otherwise belong to the regional district for each area.

The Islands Trust Conservancy administers the Trust Fund and manages the real and personal property assets of the Trust Fund.

The *Islands Trust Act* requires the Trust Council to adopt a Policy Statement setting out the policies to Preserve and Protect the Trust Area. The purpose of the Policy Statement is to establish a vision for the future of the Trust Area that reflects the values of residents and of the province generally.

Officers and Employees

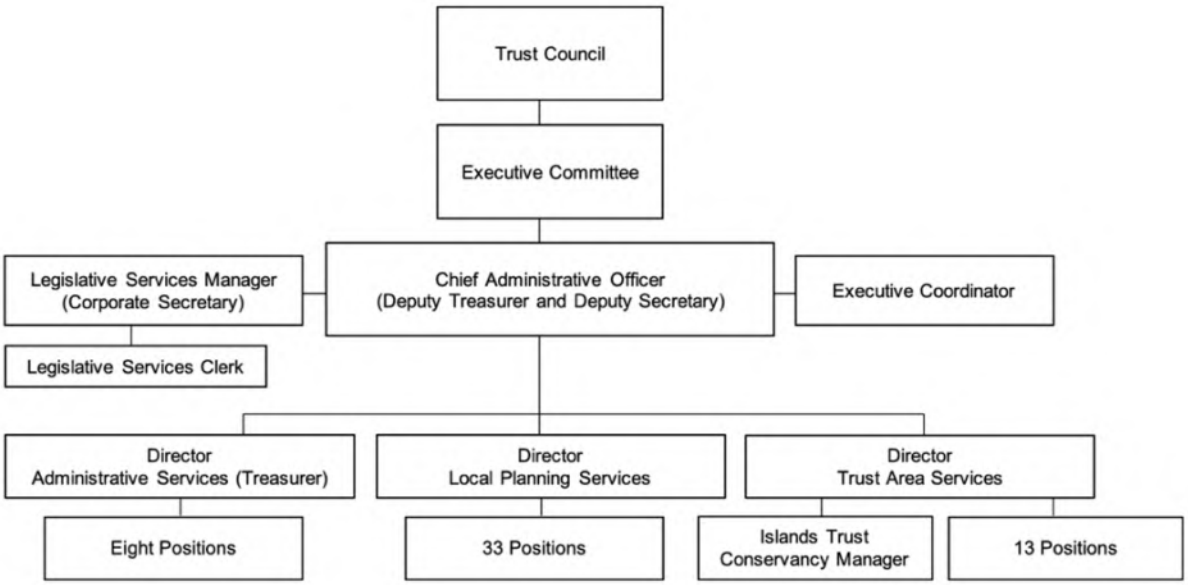
The appointment of the Trust Council's officers and employees is subject to the Public Service Act and for the purpose of the Public Service Act and the Public Service Labour Relations Act, employees of the Trust Council are deemed to be employees and the Trust Council is deemed to be an employer in respect of those employees. The Public Service Pension Plan continued under the Public Sector Pension Plans Act applies to the Trust Council and the employees of the Trust Council. While employees enjoy the same rights as public service employees under these Acts, it does not make them public service employees. The Islands Trust remains a separate employer and a separate bargaining unit under the *Public Service Labour Relations Act*. As a corporation, the Trust enjoys certain flexibilities that a government ministry does not have as it is not subject to all the Treasury Board rules applicable to ministries of the government. It can have its own rules regarding employee classification and remuneration, procurement, spending, accounting, reporting, audit, etc. It should be noted that Trust Council officers are not deemed employees under the deeming provision.

Local Government Act and Community Charter

The *Islands Trust Act* refers to the *Local Government Act* and to the *Community Charter* for certain purposes including election, qualification for office and conflict of interest.

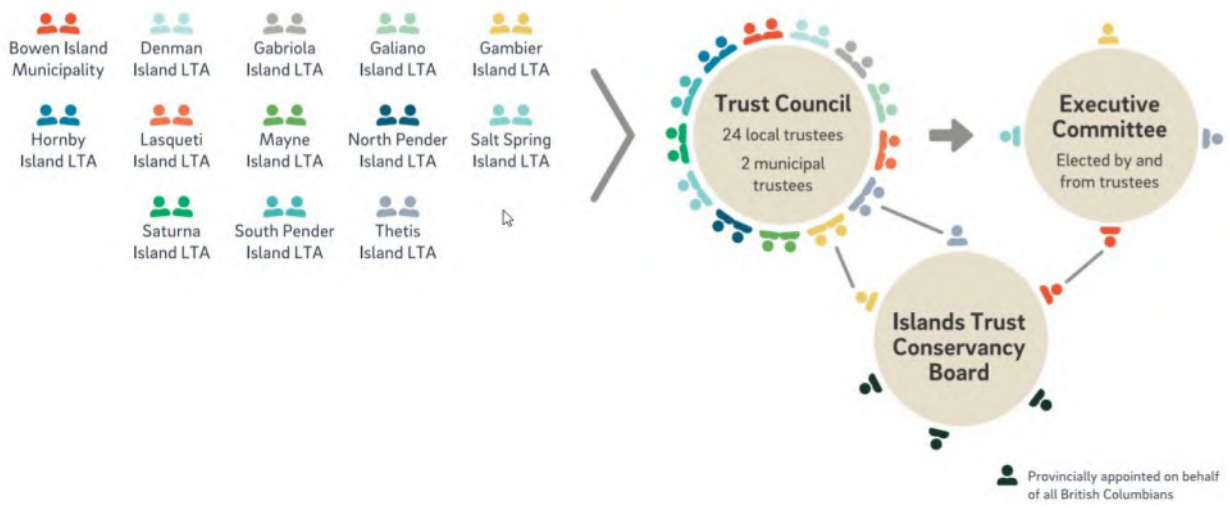
Part 3 of the *Local Government Act* applies to the Trust in relation to the election of Trustees, procedure bylaws and other matters as specified in the *Islands Trust Act*. Provisions of the *Community Charter* also apply to the Island Trust, again as specified in the *Islands Trust Act*, including provisions related to corporate procedure.

Islands Trust Staff Organization Chart[2]



[2] Derived from the Islands Trust Staff Organization Chart, as it appears on the Islands Trust website, dated November 2021.

Federated Structure

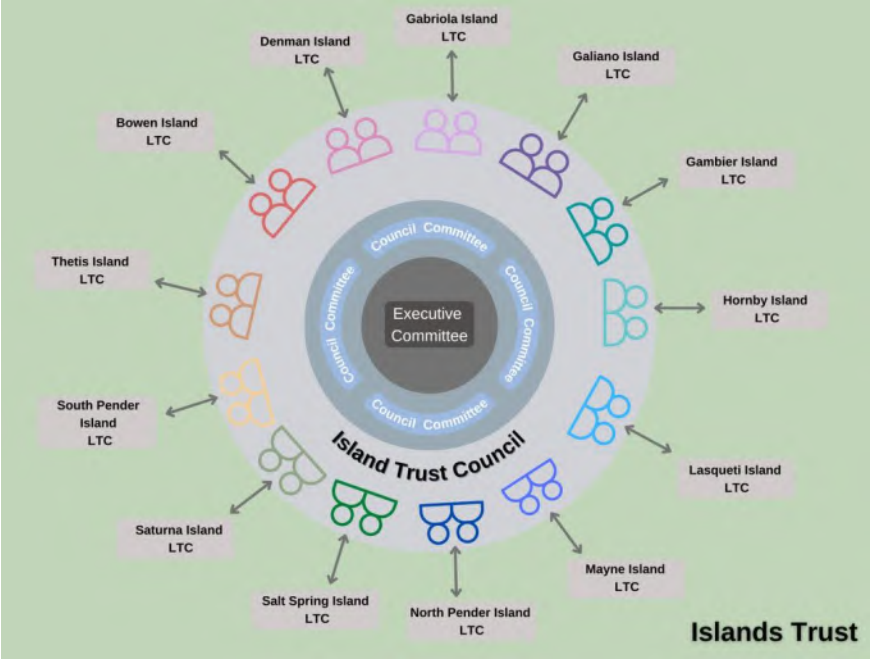


This organigram appears on the Islands Trust website and it is sometimes used in publications. It highlights the differences and the discrete responsibilities of some of the elements of the Islands Trust. It does not however show the holistic intent captured in the governing legislation of the Islands Trust. It encourages unhealthy tension and behaviours that are not designed for consensus building.

The fundamental and most important characteristic of the Islands Trust model is its unique federal structure. The locally-elected Trustees have two sets of fiduciary responsibilities. First, to act on behalf of the entirety of the Islands Trust Area “to preserve and protect the trust area and its unique amenities and environment for the benefit of residents of the trust area and of the province generally”. Second, in a manner consistent with the Policy Statement, act in the best interest of their Local Trust Area.

When it comes to planning and regulating land use, the Islands Trust Conservancy is an excellent example of the first responsibility, as is the development and the upholding of the Policy Statement. Examples of the second set of responsibilities are the OCPs and the related local land use by-laws.

The mandate of the Trust is not appropriately discharged by Trustees unless ***both*** elements are working in dynamic concert.



The Executive Committee derives its authorities from the whole of Trust Council by whom its members are elected. It has a duty to understand that its role must encompass both elements. Members sit as locally elected representatives of their Local Trust Councils and as members of the Islands Trust Council. Local input is key to their pivotal role at understanding local circumstances while forging solutions that will serve the entirety of the Trust Council's unique area. The role of the Trust Council is to be a deliberative body while the role of the LTCs is to be administrative.

Twelve Local Trust Committees (LTCs) have duties and powers to plan and regulate land use within their LTA. These duties and powers are shared with, and complemented by, the Trust Council. The Islands Trust Executive Committee acts as a LTC for a 13th LTA, Ballenas-Winchelsea. Bowen Island, which might be thought of as a 14th LTA, is an anomaly, in that the two individuals elected as Trustees are, in addition to being members of the Trust Council, members of the Bowen Island Municipal Council which, in effect, assumes the duties and powers of an LTC.

The concurrent and separate duties and powers of the Trust Council and the Local Trust Committees are one manifestation of the Islands Trust's federal nature. The membership of the Council and the LTCs reinforces the federal character of the Trust. Each LTA elects two individuals who serve both as members of the LTC for the Area that elected them and as trustees on the Trust Council. In turn, the LTC is chaired by a third individual, a Trust Council member from another Local Trust Area who is also a member of the Trust Council's Executive Committee.

The duality of LTC and Trust Council membership can raise issues, especially at the level of the Trust Council, as to how trustees reconcile their local role with their federal role.

Another important characteristic of the Islands Trust governance model is the separate status of the Islands Trust Conservancy, which has its own governing body made up of three Trustees and three appointees of the Minister of Municipal Affairs. While administrative and financial management functions of the Conservancy are shared with the Islands Trust, the Conservancy has a five-year plan, the development and approval of which follows a separate track from the one used by the Islands Trust itself. At the same time, the Conservancy's annual report is submitted to Trust Council.

One unique area, with one unique institution working as a whole to achieve the Object.

Good Governance

Put simply, good governance is the art of setting the course and navigating the course for the institution.

Five Principles

For the purpose of this review, the principles of good governance as described below constitute the standard of measurement when determining the degree to which the Islands Trusts' governance practices are considered effective.

1. **Legitimacy and Voice**

   Participation – all citizens of the Trust Area and beyond, should have a voice in decision-making, through legitimate processes. Broad participation is built on freedom of association, as well as capacities to participate constructively. Good governance has a consensus orientation, mediating differing interests to reach a broad consensus on what is in the best interest of the whole and following up with policies and procedures that give it life. The organizational structure needs to support this orientation.

2. **Direction and Purpose**

   A shared vision on strategic direction, along with a sense of what is needed to achieve long-term goals. There is also a need for an understanding of the historical, cultural, and social complexities in which the strategic direction is grounded. Therefore, a shared vision of a common future, well communicated throughout the organization and to stakeholders, is essential.

3. **Performance and Stewardship**

   Responsiveness to the needs of stakeholders is necessary for social license. Performance is grounded in effectiveness and efficiency – which means making the best use of resources to produce concrete results against agreed-upon direction and purpose.

4. **Accountability**

   Islands Trust decision-makers are accountable to each other and the public as well as to the government. Transparency, built on the free flow of information, is an essential attribute. Processes, structures, and information should be directly

accessible and digestible. Public engagement should be ongoing and effective. Performance measures that are publicly reported across key areas, tied to direction and purpose, are essential for communicating why decisions were made and how they were made.

5. <u>Fairness</u>

Fairness requires the Trust Council and the organization to follow sound governance requirements while setting an example in the policies and processes it develops.

Rule of Law is about having the same rules for everyone and applying them impartially.

Close attention must be paid to each of these principles in order to have a constructive discussion on how to restore "trust in the Trust".

Applying Good Governance Principles to the Trust

<u>Trust Council</u>

The Council is collectively charged with overseeing and supporting the entire organization and all its constituent parts to achieve its mandate. The Council is accountable to the citizens of the Trust Area. In order to invest Trustees with ownership of structure and issues, the entire Council should feel responsible for the election and appointment of Executive Committee members, committee chairs, officers and employees or agents of the Trust.

<u>Characteristics of a High Performing Council</u>

In order to understand what the Trust Council needs to aspire towards, it is worthwhile to draw out characteristics of a high performing Council with the principles of good governance.

- Develop and maintain a long-term vision and a clear sense of direction (*Direction*)
- Ensure high ethical standards (*Performance, Legitimacy, Accountability and Fairness*)
- Ensure effective performance. Through the availability of sound information which focuses on outcomes and results rather than activities (*Performance*)
- Ensure financial and organizational health by focusing on long-term sustainability and macro-level concerns with the quality of management (*Performance, Direction*)
- Ensure sound relationships with citizens and key stakeholders (*Legitimacy, Performance, Accountability*)
- Manage risk effectively by identifying, assessing and monitoring critical developments that would have an impact on outcomes (*Performance*)

- Understand that you are accountable through publicly available information on financial matters, results and outcomes, public engagements, etc. (*Accountability*)
- Set objectives and review performance of the CAO (*Performance*)
- Ensure the soundness and resilience of the governance system by regularly monitoring Trust Council and individual Trustees performance, by providing appropriate training of Trustees, by monitoring contemporary best practices and continuing to evolve policies and practices in a modern context (*Legitimacy, Accountability, Performance, Fairness*).

In summary, the role of Trust Council is to provide leadership in policy and strategy while being the stewards of compliance and oversight while ensuring that the work gets done in a manner aligned with purpose and direction.

Managing Trust Council Performance

Collectively, Trust Council as a whole needs to be ever vigilant of the following:

- no clear sense of direction and purpose;
- Trustees who don't understand their collective and individual responsibilities;
- lacking an understanding of the roles and responsibilities in a federated governance model;
- conflict of interest;
- rubberstamping of important decisions;
- disregard of policies on a regular basis;
- Board micromanagement;
- interpersonal rivalries, distrust and factionalism;
- loyal to only their own constituency;
- Trustee disengagement; boring meetings that don't engage Trustees;
- lacking the appropriate support and training of Trustees;
- lacking regular Council assessment, including self-assessment; and,
- overloading Trustees with briefing material and information for decision-making that is not well-organized or relevant.

Leadership

First, there is a leadership deficit. In this case, "leadership" does not refer to individuals currently in leadership positions, but to the institutional and procedural arrangements whereby leadership is established and discharges its role.

The Chair of the Trust Council is the most visible manifestation of leadership for the Islands Trust, and, as the presiding officer, the Chair's role at Council meetings is of great importance, setting the tone for discussion and decision-making. Leadership is actually held more broadly by the Executive Committee, made up of the Chair and three other Trustees. Between Council's quarterly meetings, the Executive Committee takes decisions on a wide variety of matters on behalf of the Council. It also reviews most items for consideration at Council meetings, and sets the agenda for those meetings. Executive Committee members sit ex-officio on all other committees of Council, and serve as Chair of all LTCs (in the areas of the Islands Trust where there are no LTCs, the Executive Committee acts as such).

The Executive Committee reviews all bylaws passed by LTCs to determine conformity with the Policy Statement, and is the appeal body for LTC rulings in respect of bylaw permits and variances. The committee undertakes the performance review of the Council's sole staff appointment, the Chief Administrative Officer, and, to the extent the CAO has a meaningful reporting relationship, it is with the Executive Committee.

Clearly, the Executive Committee, with the Chair at its centre, constitutes the nexus of political leadership at Islands Trust.

As prescribed by the Act, the Chair is chosen by trustees from among their membership, rather than by residents of the Trust Area. This method, unlike what is the case at other local government bodies, has the significant drawback of denying the incumbent a Trust Area-wide popular mandate. Instead, the Chair, like all trustees, is elected from a single Local Trust Area by an electorate ranging in size from a few hundred to several thousand. The individual is elected as the representative of a specific area, and it follows that the path to election is focussed on the specific interests of that local area's electorate.

Still, even if the Chair is only directly elected by a relatively few Trust Area residents, the incumbent and other members of the Executive Council are chosen by 26 Trustees, all popularly elected, albeit from 13 different areas. But this method, which might be seen as an indirect way to confer a popular mandate on those elected to leadership positions (i.e., not elected directly by voters, but by individuals who have been elected by voters), is seriously flawed.

Somewhere around half of the newly-elected trustees have no previous experience on Council, and an even greater number have little or no real acquaintance with their fellow trustees. Exposure to Trust-wide policies and issues is similarly limited. Yet, within little more than a day of their first meeting, trustees elect the Trust Council Chair and the other members of the Executive Committee. Almost all trustees cited this process as unsatisfactory and an impediment to effective leadership.

Other than ensuring continuity of governance, there are virtually no constraints, other than those set by the Trust Council itself, as to when or for what length of time individual Trustees are elected to leadership positions.

Somewhere along the way, the connective tissue between Executive Committee and other Trustees has been eroded. It must be restored if leadership is to be followed. New ways must be explored to allow Trustees to get to know each other, understand each other's values and points of view, and to have informal discussions on the pressing issues for the Trust Area and plans for working collaboratively to achieve desired outcomes. These discussions must precede the election of Executive Committee members and chairs of other committees.

Trust Council Committees Need to be Part of a Consensus-building Leadership

Chairs of the other standing committees of Council - Financial Planning, Regional Planning, and Trust Programs - are also quickly selected. Trustee membership on committees is optional and elective; trustees are not required to serve on committees, there is no limit to committee membership size, nor are there any criteria regarding qualification for membership on committees (e.g., regional balance). In most cases, Trustees simply "sign up" for one or more committees based on their interest, with the option of resigning from a committee or joining another committee at any time.

Most trustees believe there is merit in considering changes to the Council's committee structure, using criteria other than mirroring the organizational structure of the Trust's administration. A greater number of committees, each with a sharper focus on particular priorities or areas of interest, would allow Trust Council to better deliberate on, and set policy for, matters of real importance.

An important addition to Trust Council's committees would be a governance committee that works to ensure that governance practices are up to date and meet applicable standards. Because sound governance structures and systems protect the interests of all residents and stakeholders, a committee of Council with a clear governance oversight mandate is essential.

The review of committee membership will be as important as the review of committee mandates; the Financial Planning Committee being a case in point. Currently, membership includes, ex officio, the four Executive Committee members and two other members appointed by the Executive Committee, with the result that the Executive Committee, rather that Trust Council as a whole, has the preponderant influence on, and effective control of, the Financial Planning Committee.

Committees of Council could play an important leadership role in the governance of the Islands Trust, particularly on potentially divisive issues where there is need for careful consideration of policy and political implications. Inevitably, the democratic selection of Trustees means that certain areas of expertise and competency will be missing from Trust Council. Currently, Trust Council does not extend membership on committees to individuals not on Trust Council, but who possess subject matter expertise that could enhance the credibility and authority of reports and recommendations made to Trust Council.

There is a sense among many Trustees that committees could also play a stronger role in the search for accommodation on difficult questions. Too often, committees are seen as simply forwarding proposals onward to Trust Council without necessarily championing the proposal or recommending amendments to broaden its appeal. The potential for committees to be the workshops of Trust Council where compromises are hammered out based on both a mastery of the subject matter and "political" sense of what is needed to meet the most significant concerns of stakeholders and, ultimately, Trustees.

Absence of Effective Efforts to Overcome Division Through Dialogue, Compromise and Accommodation

When interviewed, some Trustees used the word "dysfunction" to describe the state of governance at Islands Trust. An important qualification is necessary. The Islands Trust discharges a wide range of responsibilities and carries out an array of duties in a professional, competent manner, and with probity.

That said, the term dysfunctional may indeed be applicable in reference to aspects of its governance model and practices. Differences of opinion and vigorous debate concerning an organization's scope of activities and balance of power, especially in a federated entity, are not unusual. But when failure to resolve such questions endures and compromises the organization's ability to operate effectively, dysfunctionality becomes a real danger.

This danger centres around not only the absence of a shared understanding of the Trust's Object, but also the absence of mechanisms and opportunities for the participants in the governing body – the Trustees – to collectively pursue the compromise and accommodation always required to achieve consensus.

A review of the decision-making machinery that serves the institution is a common best practice of governance. The structure and mandates of committees should be clear to all, especially new candidates for election to Trust Council. In this regard, the absence of a governance committee of Trust Council is of particular note.

Trust Council Division on Preserve and Protect Object

Good governance requires a widely-held, common understanding of the institution's mission, with structures and practices in place to allow those who hold power to exercise it for the purpose of fulfilling that mission.

Despite the Trust's "Preserve and Protect" Object being essentially unchanged since set out in legislation nearly 50 years ago, there is a remarkable lack of consensus among Trustees as to what that Object means and entails. While every Trustee claims a good understanding of the Preserve and Protect Object, all go on to assert there is a significant lack of agreement among Trustees as to what the Object means, in terms of the nature and range of endeavours that should preoccupy Trust Council. This constitutes a fundamental – not to say existential – challenge.

It is not unusual for there to be differences of opinion regarding strategies and priorities among those entrusted with the governance of a public agency. Such differences are inevitable, indeed healthy, so long as they can be resolved through a framework that fosters consensus and through processes considered fair and inclusive. But the differences that exist at Trust Council pertaining to fundamental questions about policy direction and the role of Council have proven near-intractable. Trustees speak of a "dysfunctional" situation that is getting worse; most describe a regularly divided Council and a disturbing decline in collegiality and civility. Some of this is undoubtedly the result of a virtual environment and all its constraints, but the damage is real and palpable.

Issues that divide Council are myriad, touching on strategic direction, policy initiatives, cost and value for money, efficiency of operations, taxation levels, advocacy, accountability, and performance measures, to cite the topics raised most often by interviewees. Weaknesses in the underlying institutional framework makes it especially difficult to find the common ground necessary to resolve such important issues.

The first challenge that confronts the Trust is to agree on how to interpret the Preserve and Protect Object. This absence of consensus is described in a variety of ways; one that seems to have resonated with many is to ask if the Trust is an environmental steward with land use regulatory powers, or a land use regulator with a particular concern for environmental stewardship. Not to be dismissed as semantics, the question reflects a long-time inability to reach agreement on most of the important questions facing Council.

Local Governance

The divergence among Trustees regarding what the Object means in terms of the Council's mandate is in contrast with the general agreement that exists as to the role and functioning of Local Trust Committees.

The LTCs mandate, with its focus on Official Community Plans, land use bylaws, and the application of those bylaws in conformity with the Islands Trust Council Policy Statement bylaw, is reasonably straightforward, commonly understood, and generally accepted. This is not to say questions do not arise in respect of how any given LTC discharges its duties in terms of efficiency or consistency with the Policy Statement bylaw, but rather that there is clarity and a wide acceptance as to the role of LTCs and mechanisms available to resolve outstanding issues when necessary. Whenever possible, it works best when local issues are dealt with at the local level; people are more engaged and more likely to find an accommodation that maintains social harmony.

For Trustees to maintain the necessary level of engagement at the local level more communication support from Islands Trust staff would be helpful.

It is telling that many Trustees said they derived great job satisfaction from their Local Trust Committee role, while expressing a sense of frustration and, in some cases, a sense of futility regarding their role on Trust Council. In many cases, this frustration leads to disengagement and contributes to the high turnover rate among Trustees. Building a sense of purpose into the work of Trustees must be a priority.

Trust Council Policy Statement Bylaw

LTCs are the principal entity by which responsibility for land use policy and regulations is discharged, through the aforementioned official community plans and land use bylaws. These plans and bylaws must take account of requirements and considerations set out in the Trust Council's Policy Statement.

Land use powers exist so that the Trust may "preserve and protect the Trust Area and its unique amenities and environment". The factors to be taken into account when determining appropriate land use policy, the extent and means by which growth should be limited, and the extent and means by which the physical environment should be otherwise managed, 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. This is all background for the proposed amendments to the Trust Council's Policy Statement bylaw, currently under consideration.

The very contentious nature of debate at both Trust Council and among Trust Area residents on the proposed amendments is a strong indication of the divisions which exist regarding how the Islands Trust Object should be interpreted.

Taking Account of the Interests of All Residents of British Columbia

Not only must the different viewpoints, strongly held by Trust Area residents, be reconciled by Trust Council, the interests of all residents of British Columbia must also be taken into account. What those interests are is not readily apparent. There is no meaningful mechanism in place to either identify or to integrate province-wide interests in the plans and priorities of the Trust. There is no representation on Trust Council with either the mandate or the wherewithal to represent BC-wide interests.

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. This contributes to a sense of provincial neglect that some Trustees have expressed. Closer collaboration with Municipal Affairs and all the provincial government agencies which have responsibility for matters of direct concern to the Trust Area would help ensure Trust Council's perspective and point of view were fully taken into account.

Challenges in a Federated Structure

A tension arises from questions concerning the respective roles of LTCs and the Trust Council. Just as the search for consensus on a Trust Area-wide vision has proven elusive, so too has agreement on what the role of Trust Council should be vis-a-vis LTCs. An expansive role, championed by some, is resisted by others who see Local Trust Areas as having unique characteristics and challenges best understood and managed at the local level.

As noted, the LTCs land use policy-setting and regulatory power is shared with Trust Council, in that LTC bylaws must not be contrary to or at variance from the Policy Statement approved by Trust Council. Determination as to whether new local bylaws conform with the Policy Statement lies with Trust Council's Executive Committee. How narrow or expansive interpretation of the Preserve and Protect Object should be, and how prescriptive Trust Council should be in its directives to LTCs as to the measures and practices allowed or proscribed to conform with those directives, are questions that come to the fore in the Policy Statement. The proposed amendments to the Policy Statement bylaw are controversial, in large part because there is no consensus on the scope of the Preserve and Protect Object, or on the balance of power between Trust Council and LTCs in respect of how the Preserve and Protect Object is reflected in land use policy and regulation.

Council Secretariat Needs Improvement

Trustee briefing books for Council meetings, running to hundreds of pages, are largely unread by many trustees, being difficult to absorb and requiring more time than is available. Council agendas typically make insufficient time for deliberation of important matters, often significantly less time than is reserved for non-controversial items and routine reports.

Management of Trust Council's meetings seems more focussed on punctilious attention to detail, and ensuring adherence to what appear to be over-elaborate procedures, while leaving little opportunity for a meaningful exchange of views and ideas so necessary for consensus-building and collegial decision-making. Meetings are more transactional than deliberative. The priority can seem to be about working through a list of agenda items as efficiently as possible, rather than creating the best possible space and place for real dialogue and working toward broad agreement.

A test of materiality seems missing in the preparation of briefing material, setting agendas, and in the conduct of meetings. Shortcomings in how the Council organizes itself contribute to a difficulty in both decision-making and in the ability to coalesce around a collective will. Delivering concise, pertinent briefing material, developing agendas that help ensure Trustees' time together is used optimally, organizing and using committees to increase Council effectiveness, would all contribute significantly to achieving consensus.

Good Governance Requires Strategic Planning

Islands Trust lacks a unified, comprehensive corporate planning process that begins with goals, proceeds to initiatives to achieve the goals, and then converts the initiatives into financials. The current approach to planning is largely tactical, lacking a strategic dimension that connects initiatives and strategies with overarching goals and objectives.

The strategy-setting that results from the articulation of goals and the development of initiatives to achieve them constitutes the descriptive front end of a corporate plan.

The budget is the essential second half of the plan, setting out the financial wherewithal for implementation, along with milestones and performance indicators that measure success and ensure accountability.

This process, which should be undertaken annually, generally uses a five-year planning horizon. It is the universally-accepted method of engaging all decision-makers and key staff in the development of an enterprise-wide plan that addresses contentious and competing proposals in a holistic manner, keeping agreed-upon priorities to the fore, promoting trade-offs, and insisting on taking account of downstream impacts.

The result is a coherent, comprehensive plan that begins with a shared vision and ends with budgetary allocations to fund initiatives supporting that vision, tested for value in terms of cost-effectiveness and against the relative merits of competing proposals.

The annual budget-setting process currently in place at Trust Council exists alongside other, separate processes to identify, and in some cases fund, a variety of projects championed by various sponsors and sometimes based on different approval criteria. One such process, referred to inappropriately as the Strategic Plan, occurs every four years at the beginning of a new Council's term. Trustees propose or support projects they wish to see undertaken during that Council's term, from which a list of projects is developed, their implementation depending on a variety of factors not always consistently applied, or even understood at the time of project approval.

Another selection process has each LTC identifying priority projects for consideration by the Trust's land use planning directorate, to be taken up as resources become available, depending again on other factors, some of which may not be immediately clear. Other projects are considered on an ad hoc basis, some in tandem with consideration of the budget, and others on their own at various times over the course of the year.

As noted, identification, assessment, and determination of the order in which these projects are to be taken up, is influenced by a differing array of considerations and circumstances. Approval does not appear subject to a common set of criteria, and often reflects the particular interest of a "sponsoring" trustee, rather than a consensus of all trustees as to where Trust Area priorities lie. The value and cost of projects (on their own terms or relative to other projects), and availability of funds are often not taken fully into account, nor are downstream implications of the projects, once completed, in terms of utility or benefit.

This disaggregated and not very disciplined approach to planning diminishes Council's ability to devise and execute a single, cohesive plan that integrates all strategic and financial considerations, ensuring the right trade-offs and choices are made, given Trust-wide priorities and scarce resources. It diminishes the potential impact of the Islands Trust, and it misses an important opportunity for Council to work together and to lead. Moreover, it is more time and resource consuming that is necessary for good planning.

Bureaucratic Inertia

At another level, administrative and procedural practices are often unduly cumbersome, time-consuming, and costly, in terms of both financial and human resources. Initiatives are mired in processes that take much too long, contributing to a sense of inertia and the widely-held belief that the Trust is unwilling or unable to respond effectively to pressing concerns.

The Policy Statement is a case in point. Amending the statement from time to time to reflect changing circumstances and challenges can be a practical way to maintain relevance and respond to new circumstances. It could also be an excellent opportunity for trustees to collectively explore compromise, practice accommodation, and develop proposals for difficult policy issues that can win broad support. In other words, an opportunity to demonstrate Council's leadership.

The current initiative to amend the Policy Statement bylaw fails to do this. Instead, it has highlighted and perhaps deepened divisions on Council and in the community at large regarding important challenges facing the Trust Area. The statement has been left unamended for 25 years. Consequently, the scope and breadth of the amendments now being considered can seem overwhelming, difficult to manage in a single amendment cycle, touching on multiple subject areas, all with "urgent" tags on them, and proposing responses to these challenges that may not have been adequately socialized.

Moreover, consideration of the implications of the challenges for the Trust Area, and discussion on how best to respond to them - already a daunting undertaking - is complicated by a parallel controversy regarding how the draft Policy Statement was developed and the adequacy of the consultative process.

Lively debate, even controversy, is not an unexpected consequence of proposing substantive changes to a foundational document such as the Policy Statement. Allowing a number of important issues requiring attention to accumulate over such a long period, and not providing a more innovative and inclusive approach to policy development, debate, and consensus-reaching, has compounded the difficulties inherent in what would always have been a challenging exercise. It has become a dramatic example of Trust Council's collective leadership deficit.

Similarly, many of the LTC's OCPs have not been reviewed or updated in decades, partly because of the time and resources needed to do so. Reviews of each of the 21 OCPs, with each review typically taking multiple years, could quickly overwhelm an organization of the Islands Trust size and budget, while leaving the plans unamended can result in policies no longer aligned with contemporary realities. The fact is, there are too many OCPs, and it takes too long to update them. It seems the prospect of the time-consuming bureaucratic burden that would accompany doing something about that is itself sufficient to discourage reform.

The practice of adopting model bylaws highlights an ongoing question as to where the balance of power lies between LTCs and the Trust Council; it also shows the need for a more rigorous approach to resource allocation. Unwilling to use either its directive power or its funding authority to gain LTC compliance with a given policy Trust Council sees as important, Council commissions the development of a model bylaw which, if enacted by LTCs, would give effect to the desired policy. Development of model bylaws can easily take more than a year, along the way taking up considerable time at both Trust Council and committee levels, and even more time of already hard-pressed staff. The model bylaws are pursued without identifying the cost, not only in terms of diverting resources from other priorities, but also without a realistic assessment as to how many LTCs, if any, will take up the model bylaw. Experience has shown that few do. In the end, this practice is costly while doing little to enhance Trust Council's relevance or effectiveness.

Reconciliation

Recent activity on the part of Islands Trust to broadly socialise both the concept and the importance of Reconciliation has been useful. The practical support and advice provided to LTCs as they focus on deepening and strengthening relations with First Nations in their LTAs is also seen as having value.

Going forward, care must be taken to find the right balance between the need for discretion regarding discussions with First Nations and Trust Council's culture of transparency in decision-making.

As noted, the recent amendment to the *Islands Trust Act,* which adds First Nations to the list of entities with which Islands Trust is to cooperate, does not meet the spirit of what is envisaged in DRIPA for First Nations participation. One important measure would be for the province, following consultation with the appropriate First Nations, to make provision for the appointment of First Nations representatives to the Islands Trust Council. This would require an amendment to the *Act.*

As an immediate priority for Trust Council, steps should be taken, in consultation with concerned parties, to identify other mechanisms to provide First Nations with appropriate and meaningful roles in the Islands Trust governance framework.

Advocacy

Advocacy activities do not easily lend themselves to cost/benefit analysis or objective measurement of effectiveness, particularly in cases where the Trust is only one of many stakeholders advocating on an issue, or where issue resolution takes years and is influenced by many other intervenors and circumstances.

This is certainly the case for a number of issues that the Trust has been involved with. The tactics most often employed by the Trust, letter-writing to decision-makers and co-operating with like-minded organizations to amplify voice, seem appropriate and commensurate with resources available, but in themselves do not constitute an advocacy campaign.

The absence of a broader communications and engagement plan that supports Trust goals and priorities means Trust Council is missing an effective tool to assist in determining where advocacy can best contribute to its objectives. Limited resources mean activities need to be tightly focussed on a very few areas, ensuring maximum impact where most needed. An annual plan, integrated with a strategic and financial strategy as discussed above, would allow Council to set advocacy priorities.

Islands Trust's Twitter, Facebook and YouTube platforms have not attracted a significant number of followers or subscribers. Since the importance of social media in communications generally and advocacy in particular will only continue to grow, the annual plan should include initiatives to optimize the use of social media.

Currently, many advocacy activities are externally directed, concentrating on matters of interest to the Trust but under the jurisdiction of other levels of government. Going forward, an advocacy plan should shift the focus to relationship-building with governments, especially the BC government, and to more effective engagement with Trust Area residents.

In respect of relationship-building, a multitude of federal, provincial, and other organizations set policy and make decisions with significant impact on the Trust Area's environment and well-being. Strengthening relations with these organizations is essential to achieve harmonized and complementary policies and practices in support of the Preserve and Protect Object

Local Planning Services

As noted earlier, the mandate for this review included an analysis of Local Planning Services (LPS), which can be found in Annex 1.

The way land use planning and regulation is undertaken by Islands Trust is unique, driven by statutory requirements resulting in a more complex and cumbersome process than is the case for municipalities or regional districts.

Before considering the implementation of most recommendations pertaining to LPS as outlined in Annex 1, it will be important to first establish the new framework and context in which such recommendations would be implemented. In practical terms, this means addressing the governance recommendations contained in this review as a first order of business, as well as awaiting completion of the Policy Statement bylaw review, and the adoption of a truly comprehensive multi-year strategic and financial plan.

The most significant LPS findings, in the context of a high-level governance and management review, are the following:

- Islands Trust lacks both 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 and other considerations.

These include adequacy of water supply, rising sea levels, wildfire risks, threats to ecosystems, stringent environmental protection regulations, the increasing cost of public services.

While this pressing need was acknowledged by Trust Council's 2019 Climate Emergency Declaration, it remains to be properly addressed.

- As noted elsewhere, there are too many OCPs and most of them are outdated. The number of OCPs should be reduced to 14, and their updating should begin as soon as possible.
- While each island has unique characteristics and requirements, the review of land use plans should give greater recognition of the inter-connected and inter-dependent reality of the Trust Area.
- Too much LPS staff time is taken up with LTC and other public meetings (preparation, attendance, travel, preparing reports). Other means for supporting LTCs should be adopted, achieving efficiencies and ensuring better use of land use planning staff.
- As noted elsewhere, Trust Council's practice of developing and adopting model bylaws should be reconsidered. Model bylaws only have value if they are adopted by LTCs; the historic rate of adoption has been insufficient to warrant toward their development.
- As noted elsewhere, the identification of, and resource allocation for, LTC projects should be integrated into a larger, annual Trust-wide planning process, not only to ensure the resulting workloads is manageable, but that approval criteria is the same for all projects and funding is equitably distributed.
- The three land use planning teams (Northern, Southern, Salt Spring) are siloed, with limited communication and sharing of information, leading to duplication of effort and inconsistencies in approach. Regular sharing of information and ideas between the planning teams would go some way to address this problem.
- There is a large gap between the application fees being received by Islands Trust and the cost incurred to process them. The difference is made up from general tax revenue. Greater cost recovery is required.

Change is Needed; Change Can Happen Now

A shared understanding among Trustees of mission and mandate, together with robust arrangements and practices to support consensus-building and decision-making, are the bedrock for a well-functioning Trust Council. This is achievable. Crucially, trustees and senior staff are unequivocal in stating their commitment to the Trust and their belief in the Trust's potential to safeguard the area's physical environment and enhance the quality of life of its residents.

When considering changes to Islands Trust governance, amendments to the constituent Act, which sets out the Trust's mandate and its governance framework, would be the obvious place to start. However, as mentioned earlier, the terms of reference for this review stipulate that the Islands Trust Act is out of scope, at least insofar as recommending changes to the Act itself is concerned.

Within the scope of the existing *Act,* the Trust Council can make many of the changes discussed up to this point. This would go a long way to improve governance and address key issues raised by Trustees. The framework allows Trust Council great flexibility in determining how it organizes itself for governance purposes and for decision making. While Trust Council may consider and propose to government amendments to the *Act*, it already possesses what sociologists refer to as "agency", which is the capacity to actively and independently choose and effect change. Political leadership is required.

Islands Trust's dramatically changing and increasingly challenging environment demands it. Without reform, the ability of Trust Council to effectively respond to these challenges will be severely impaired. Trust in the Trust will continue to erode. The relevance of a much-needed institution will continue to be questioned.

Recommendations

Leadership

As discussed above, the manner by which the Trust Council Chair, other Executive Committee members, and the Chairs of other Trust Council committees are selected is deficient. Trustees simply do not have sufficient opportunity to make informed choices for these positions, diminishing the leadership attribute that should be associated with them. In particular, the election process for Council Chair has been a long-standing complaint of Trustees. To date, advice to Council on this question has focused on reasons why the process cannot be changed rather than on possible new methods of election.

Election of Trust Council Leadership

Recommendation #1: The most important consideration any new election system must take into account is Trustees' need for a reasonable amount of time before votes are held for the election of Chair, Executive Committee members and other Committee Chairs.

Providing more time for Trustees to assess the suitability of candidates would allow for a more substantive exchange of information regarding candidates' qualifications and perspectives on how they see the Islands Trust evolving and how they see their role.

The extra time should also provide the opportunity for Trustees to acquire a high-level appreciation of the priorities and pressing issues the Islands Trust is facing.

It is up to Trust Council itself to determine what method best addresses the need for better-informed elections to Trust Council leadership positions. The only constraint is the need to ensure the continuity of leadership.

For example, Trust Council could elect an interim Chair and interim members of the Executive Committee for a short period of time, pending the opportunity for Trustees to get to know each other and hold an informed election. Furthermore, it is the prerogative of Trustees to determine the term of the Chair and Executive Committee members.

Trust Council Committees

Number of Committees and Committee Mandates

The only way a 26-member Council, meeting relatively infrequently, can govern effectively is through a robust committee system.

Recommendation #2: The Trust Council should undertake a comprehensive review of its committee structure, with the idea of increasing the number of committees with mandates more focused on the subjects and issues that reflect Trust Council priorities. Frequent use should be made of sub-committees and *ad hoc* committees to address particular topics.

Committee Membership

Recommendation #3: While the number of committees should increase, the number of trustees on committees could be reduced. Membership should strive for some regional balance, and a match of Trustees' interests and expertise with committee mandates.

All Trustees should be members of at least one committee. Individuals other than Trustees should also be considered for committee membership where appropriate to ensure the desired representation, subject-matter expertise, or other relevant criteria.

All committee membership should be subject to Trust Council approval. This manner of proceeding will have a particular impact on membership of the Financial Planning Committee, which is currently dominated by Executive Committee members and appointees.

Committee Mandates

Recommendation #4: Committee mandates should reflect Trust Council's priorities and areas of greatest concern. For example, it may be useful to have a committee focused on marine issues, or a committee that fosters better approaches and mechanisms to increase inter-LTC sharing of best practices. Establishment of a governance committee with a mandate to ensure that governance best practices are in place at Trust Council is of special importance.

Role of Committees

The role of committees is not only to ensure proposals recommended to Trust Council are sound policies, but also that all other considerations arising from the proposals, including political considerations, have been recognized and, where appropriate and possible, taken into account.

Recommendation #5: Recommendations from committees to Trust Council should be truly "owned" and championed by the committee; actual proposals are likely to have been developed by staff, but the recommendation as to the disposition of the proposal must belong to the committee.

There is also an important onus on committee members to ensure proposals have been considered from a Trust-wide, federal point of view. The aim is always to provide a recommendation that will shape the debate at Trust Council in such a manner as to focus quickly on what is truly important and, possibly, contentious; doing so will facilitate meaningful discussion and satisfactory resolution by Trustees, without using an undue amount of time.

Always, when developing committee recommendations, the importance of achieving consensus should be a priority.

Trust Council Support

Exercising agency requires that Trustees understand their dual role, be prepared to expend the effort necessary to fulfil it, and are properly equipped to do so.

Helping Trustees Understand Their Role

Recommendation #6: Prior to standing for election, Trustee candidates should have the benefit of a briefing that provides a full description of what the job entails. Of particular importance is the need to ensure candidates understand Trustees' "federal" responsibilities. Often, Trustees' role at Trust Council is seen as secondary, if it is considered at all, when individuals decide to stand for office. Yet, the federal role can be the more challenging one, requiring Trustees to think beyond the interest of their LTA and adopt Trust-wide perspectives, without which effective governance cannot be achieved.

Once elected, Trustees must balance the need to represent the interests of their own Trust Area with the need to find common ground with 25 other Trustees, so as to develop and implement policies for the Trust Area as a whole. Trustees must also be prepared to invest the time needed to fully understand the different and sometimes divergent views at play regarding important issues, and to work with others to develop policies that accommodate as many points of view as possible, while still honouring the Preserve and Protect Object.

Recommendation #7: To help Trustees fulfill their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council.

Secretary to Trust Council

Section 17(1)(a) of the Islands Trust Act authorises Trust Council to appoint a person to the Office of Secretary. A corporate secretary's duties include ensuring the framework by which the organisation's governing body fulfills its duties and responsibilities is upheld and operates efficiently, including compliance with statutory and regulatory requirements, and in such a manner as to facilitate optimal interface and alignment with management.

It is noted that the manner in which Trust Council organises itself and is supported in terms of developing meeting agendas, organising and conducting meetings, and providing briefing materials needs to be revamped to better foster collaborative decision-making. The Corporate Secretary should be the lynchpin between Trust Council and management in the collaborative effort to make this happen.

The principals that underpin the *Public Service Act* must be followed in a hiring process, for example, the hiring of the Secretary should follow sound merit-based public service principles but the classification and the employment relationship directly to Council should be explored by Council.

Recommendation #8: The Office of Secretary should be staffed with a full-time incumbent, reporting to Trust Council through the Chair of Trust Council.

Expanding Trust Council Membership

Currently, Trust Council does not include Trustees who represent First Nations or the wider interests of residents of British Columbia generally.

First Nations Representation

Reconciliation requires that the question of co-governance be taken up as a priority by Trust Council. The question must be addressed in concert with the Government of British Columbia and, ultimately, will depend on discussions and agreement with the First Nations concerned.

Recommendation #9: Following consultation with the appropriate First Nations, the province should make provision for the appointment of First Nations representatives to the Islands Trust Council. This would require an amendment to the *Act.*

That said, Trust Council must now both prepare for, and encourage, the advancement of the co-governance proposition as it applies both to the Trust Council itself and LTCs. As an immediate priority, Trust Council should take steps, in consultation with concerned parties, to identify other mechanisms to provide First Nations with appropriate and meaningful roles in the Islands Trust governance framework.

Provincial Representation

A requirement of the Object for the Trust is to act for the benefit of all British Columbians. Having a province-wide perspective on Trust Council would also encourage Trustees to look beyond local issues and take account of broader considerations.

Recommendation #10: The province should amend the *Islands Trust Act* to include a provision for the appointment of Trustees by the Governor-in-Council.

Strategic Planning

Adoption of Comprehensive, Multi-year Planning Document

Recommendation #11: Trust Council should adopt a four- or five- year corporate plan that integrates strategic and financial components, reviewed and updated annually, identifying the initiatives to be undertaken, the corresponding financial resources, along with performance metrics to measure achievement.

Only extraordinary circumstances should allow for the consideration of significant initiatives of financial expenditures that are not part of the approved corporate plan.

The annual development and adoption of an integrated and comprehensive multi-year plan facilitates strategic priority-setting, helps ensure there is a fair distribution of resources throughout the Trust Area, and sets the stage for accountability.

Advocacy

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.

Managing the Change Transition

Management Alignment with Trust Council

This report emphasises the need for Trust Council to change how it goes about its business in order to foster a more deliberative and collegial set of behaviours, and to take up the challenge of effecting change.

Appropriately, Trust Council relies on Islands Trust staff for support in both formulating policies and implementing decisions. However, many have reported a disconnect between Trustees and senior staff that inhibits the efficient functioning of both the Trust Council and Trust management.

Some Trustees feel staff's efforts lean toward managing Trust Council, rather than enabling it. Trustees sometimes feel that questioning of staff recommendations or activities is construed to be challenging the Preserve and Protect Object itself. Some staff are concerned that Trustees do not always fully consider information and advice provided.

The level of trust, and the assurance that Trustees and staff are working together needs to be strengthened.

Recommendation #13: A management review should be undertaken to identify measures that will improve alignment of staff to Trust Council, and improve reporting and accountability.

Islands Trust Conservancy

The Conservancy's place in the federation seems to be downplayed, even though it is probably the most broadly popular aspect of the Islands Trust brand.

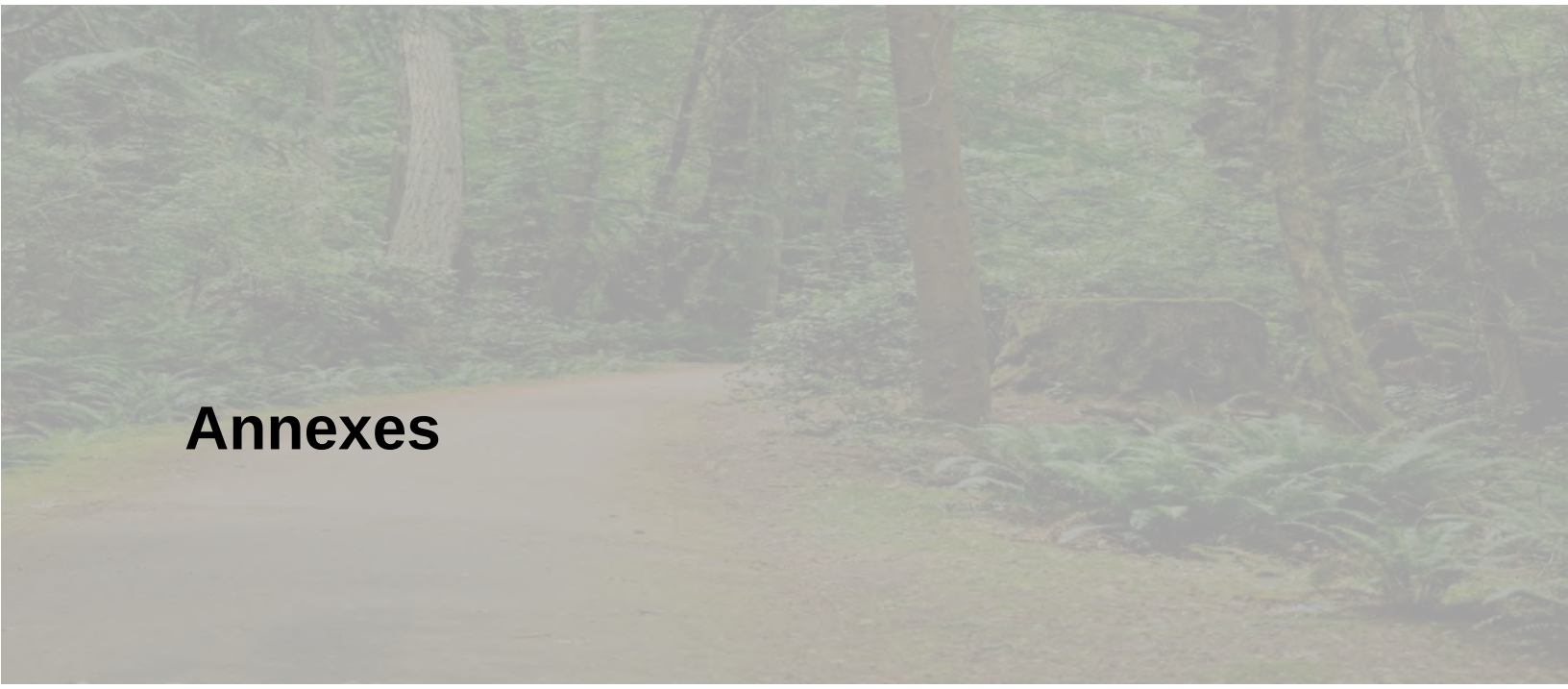
Exploiting the Potential for Synergy Between the Conservancy and the Other Components of Islands Trust

Recommendation #14: Without compromising the independence of the Islands Trust Conservancy, necessary for tax and other reasons, take measures to ensure greater sharing of expertise, experience, and resources between the Conservancy and other Islands Trust operations.

Trustee Compensation

A central theme of this report is the need for Trustees themselves to assume responsibility for reform of Trust Council, so that it achieves its promise as an effective governing body. This requires Trustees to play a leadership role, being prepared to devote the time necessary to overcome procedural and bureaucratic complications to provide sound policy direction, and to ensure the efficient delivery of outcomes and services.

Recommendation #15: So that Trust Council is not the preserve only of those who do not need to earn a living, the significant time and effort required of Trustees must be reasonably compensated, which means an increase in current compensation levels. Currently, much of the time Trustees spend on Trust Council business, including preparation for meetings, participation in some meetings, and travel time, are not compensated at all.



Annexes

Annex 1

Islands Trust Governance and Management Review
Local Planning Services

Local Planning Services (LPS) is the biggest activity of Islands Trust, consuming the greatest amount of resources, accounting for $6.7 million (74%) of the $9.1 million budget for 2021-22.

The way in which land use planning and regulation is undertaken by Islands Trust is unique in the province, driven by a combination of legislation in the *Local Government Act*, *Community Charter* and *Islands Trust Act*. It is a more complex and cumbersome process than that found in a municipality or regional district because there are 13 Local Trust Areas (LTAs)[3] that each manage land use and have their own bylaws for doing so (see attached map). That includes Official Community Plans (OCPs), Land Use Bylaws (LUBs)[4], compliance and enforcement bylaws, and an array of other bylaws (e.g., subdivision, regulation of soil removal and deposit, housing agreements, authorization of permits).

Adding to this complexity, Bowen Island, while part of Islands Trust, is not in an LTA, although it is surrounded by the Gambier Island LTA. Bowen Island is a municipal government and therefore has its own set of bylaws. So, there are essentially 14 separate land use planning authorities in Islands Trust, with LPS delivering services to each of the 13 LTAs and Bowen Island municipality managing its own land use planning and regulations.

For the Ballenas-Winchelsea LTA, the Islands Trust Executive Committee, acting as a Local Trust Committee (LTC), makes decisions on all planning initiatives.

The common planning touchstone spanning the entire Islands Trust area is the Trust Policy Statement, which is in the process of being substantially updated after more than 25 years. For many other municipalities and regional districts in BC, it is regional growth strategies (currently 10 adopted strategies in the province) that serve this purpose.

Without significant changes to the *Islands Trust Act*, which is largely outside the scope of this review, Islands Trust land use planning will continue to be a very different process than for other local governments. The focus here is therefore on recommendations to improve the delivery of planning services within the existing legislated framework.

It must also be noted that this review of LPS must be considered within the context of the broader governance and management review. It is understood that issues identified and recommendations made in respect of governance must be addressed before most land use planning recommendations can be fully assessed and their implementation properly

[3] Ballenas-Winchelsea (aka Executive Committee), Denman, Gabriola, Galiano, Gambier, Hornby, Lasqueti, Mayne, North Pender, Salt Spring, Saturna, South Pender and Thetis.
[4] LUBs are more commonly referred to as zoning bylaws. The terms are used interchangeably here.

directed by Trust Council. Also, the LPS review is not an efficiency review, although that is an important topic that will be partly addressed this year through a separate process.

Islands Trust was recently awarded *a $367,795 grant from the provincial government for a Development Application Service Delivery and Technology Improvement Program. The budget includes* $50,000 to retain a consultant to review current processes at Islands Trust, make recommendations to improve efficiency, and streamline processing times.

This LPS review covers five topics: bylaws, planning projects, development applications, organization and staff resources, and other considerations.

For each topic, recommendations are provided for consideration. Implementation of most recommendations should wait until a new Policy Statement is adopted, a new Strategic Plan is in place, and Trust Council has addressed higher-level governance issues.

A. BYLAWS

Islands Trust has a total of 149 bylaws, many of which are tied to land use planning, such as OCPs, LUBs and compliance and enforcement.

1. Official Community Plans

There are 21 OCPs covering the Islands Trust, including five LTAs with more than one OCP. They have different formats and subject areas and some do not meet the requirements for an OCP under current provincial legislation.

Most of the OCPs focus on land use policy, which is the intent of an OCP, but a few delve into land use regulations better suited to LUBs (e.g., Gabriola Island).

With the exception of the Ballenas-Winchelsea Islands OCP (adopted in 2013) and the Hornby Island OCP (adopted in 2014), the OCPs have not been comprehensively reviewed for years, with only piecemeal amendments since adoption, largely at the discretion of the LTCs (or municipal Council in the case of Bowen Island).

Examples of outdated OCPs include:

- Bowen Island OCP - adopted in 2011.
- Salt Spring Island OCP - adopted in 2008.
- North Pender Island OCP - adopted in 2007.
- Gabriola Island OCP - adopted in 1997.
- Galiano Island OCP - adopted in 1995.
- And, at the extreme, Piers Island OCP - adopted in 1981, with no amendments since then.[5]

[5] A process was started in 2015/16 to update the Piers Island OCP to include climate change considerations, but it was not completed. It is a moot point since even if the proposed amendments had been adopted, the Piers Island OCP would still not meet the content requirements of an OCP under current legislation. In any event, it should be an area plan as part of a larger OCP (Salt Spring Island), as should a number of the other smaller islands that currently have their own OCPs.

Two comprehensive OCP reviews are currently underway:

- The Lasqueti Island OCP review, which was started in mid-2018 and is estimated to be completed in the latter part of 2022 (four years).
- The Gambier Island OCP review, which was identified by the LTC as a top priority in 2015, put on hold in 2018 and recommenced in late 2021, with estimated completion in 2023 (two years).

Because a number of the OCPs are outdated, they do not fully reflect current and anticipated future conditions on the islands and the land use planning implications.

Two examples that show the age and incompleteness of some of the information (emphasis added) that is being relied upon as underpinnings to land use policies are:

- The **Salt Spring Island OCP,** which states, *"There are approximately 5,800 residential lots on Salt Spring Island (2007). While approximately 1,300 of these are vacant, local zoning allows for the construction of a single family dwelling on each of them. Of the existing residential parcels, many are large enough that they can be further subdivided under the existing local subdivision bylaw. A few are zoned for multi-family use. All told, the number of dwelling units (not including seasonal cottages and suites) that could be built on Salt Spring Island under current residential zoning is estimated to be about 8,150. The eventual population of Salt Spring Island that might result from the zoning now in place is estimated to be a little over 17,000."* (page 23)

- The **Gabriola Island OCP,** which states, *"Based on the 2011 records of the B.C. Assessment Authority there were a total of 3,280 parcels on Gabriola of which 20% (or 668 parcels) were undeveloped. Of these undeveloped parcels, the majority are in the residential land use designations of this Plan. In other words, not counting new lots from potentially subdividable residentially zoned land, there are in excess of 566 existing parcels available for residential purposes on Gabriola.*

  The 2006 Census estimates the population of Gabriola to be 4,050. Based on historic growth trends, the Planning Area's population could increase to about 4,720 by the year 2016. Based on an average household size of 2.4 persons, the anticipated population increase of 390 persons over the next five years can be accommodated on 566 parcels. Therefore there is no requirement to designate additional lands as residential, as the current availability of vacant residential parcels combined with the future potential to create new parcels through the subdivision of existing residentially zoned land should be more than adequate to satisfy the Island's housing requirements for fifteen to twenty years.

  In addition, while issues related to the carrying capacity of Gabriola's land base to accommodate more development have not been substantiated, there are known problems with inadequate soil percolation for septic disposal and groundwater

> *supply because of the complex nature of groundwater flow through fractures in the bedrock."* (page 13)

Comprehensive analysis using current data is needed on the ability of the islands to manage existing development and natural areas and to accommodate more growth (where there is the potential to do so) in light of the effects of climate change (e.g., increasing water shortages, rising sea levels, greater wildfire risks, the impact on species and ecosystems), more stringent environmental protection regulations and standards, the increasing costs of delivering public services and other considerations. This pressing need was acknowledged by Trust Council in 2019 when it adopted a Climate Emergency Declaration.

Despite the absence of a regional growth strategy, each of the LTAs is part of a larger system and land use planning decisions in any one LTA can have implications that extend far beyond its boundaries. The need for an integrated planning approach is expressed in a number of ways in the current Policy Statement. For example:

> *"The Trust Area is a unique and special place -- a scenic archipelago of 13 major islands and more than 450 smaller islands."* (page i)
>
> *"The Islands Trust today faces a major challenge. While populations, numbers of visitors and the demand for intensified use and residential development of the Trust Area can be expected to continue to grow, capacities of the Area's resources and systems are limited. Potential for conflict exists: conflict between short and long-term interests and between unlimited use of the Trust Area and ongoing stewardship. To keep everything in the Trust Area exactly as it is today is impossible. Changes will occur. If the Area's environment and unique character are to be preserved and protected, priorities must be defined and management strategies established."* (page iii)
>
> *"The primary responsibility of the Islands Trust Council is to provide leadership for the preservation, protection and stewardship of the amenities, environment and resources of the Trust Area.*
>
> *When making decisions and exercising judgment, Trust Council will place priority on preserving and protecting the integrity of the environment and amenities in the Trust Area.*
>
> *Trust Council believes that to achieve the Islands Trust object, the rate and scale of growth and development in the Trust Area must be carefully managed and may require limitation."* (page 6)

This need for integration and keeping the bigger planning picture in mind will be important as the OCPs are updated. The proposed new Policy Statement carries forward and builds on many of the key themes in the existing Policy Statement, as well as adding new ones.

Consideration should be given on holding off on the comprehensive OCP updates until the new Policy Statement is adopted by Trust Council.

It is recognized that updating some of the OCPs will be a challenging process. Islands Trust residents have diverse and passionately held views on many land use topics, including whether more growth is desirable. For some, the Islands Trust preserve and protect mandate should be interpreted as meaning very limited new development (which on some islands is already the case anyway). However, there are also 26,000 full-time residents on the islands and increasing housing, social, economic and other challenges, many of which are inter-twined, just as they are in other communities. Some residents feel that part of the solution requires more development (e.g., increased housing supply, more local job creation, more local services).

Reconciling these differences will take time for some LTAs as their OCPs are updated, but it should not drag out for years. OCP review processes typically get bogged down when:

- There is not a clear understanding by the public (and sometimes the decision makers) about the purpose of an OCP, leading to an expectation by some that it should cover topics that do not belong in an OCP but rather in other regulatory bylaws or policy documents.
- The public engagement is not properly structured and managed. Every member of the public needs the opportunity to fully express their views, but that should not lead to unduly long timelines to gather and consider the input.
- There are insufficient resources applied (often limited staff time) to complete the work.
- Decision makers are reluctant to make decisions when there are strongly held differences of opinion among the public on land use issues that cannot be fully reconciled.

Recommendations:

1. Reduce the number of OCPs to 14 - one for each of the 13 LTAs, plus one for Bowen Island Municipality.
2. Use the same format and content for all OCPs, recognizing that some may be much longer and more detailed than others, depending on the LTA. It is noted that an OCP template is being prepared by LPS that should resolve this issue.
3. Start at least two OCP reviews each year until they are all updated. Bowen Island Municipality can begin its review independent of the OCP review process for the LTAs since it will be using its own staff resources rather than those of LPS.
4. Give priority to those LTAs experiencing the most growth and change.
5. Complete each OCP review within a maximum of two years of being started. Some can likely be completed within a shorter timeframe.

6. Target five years for the completion of the entire process, especially given that two OCPS are relatively recent (Ballenas-Winchelsea Islands and Hornby Island) and do not need a comprehensive review and two others (Lasqueti Island and Gambier Island) are in the midst of comprehensive reviews. If that overtaxes LPS staff resources, outside planning assistance can be sought, which is common for OCP reviews, especially the public engagement component since that can be particularly time-consuming.
7. Apply the same public engagement processes for each LTA as part of the OCP updates, with clearly defined steps, engagement methods, expected outcomes, timelines, etc.

2. Land Use Bylaws

There are 21 LUBs and two zoning bylaws, including five LTAs with more than one LUB. Zoning bylaws are typically implementation tools of OCPs.

With the exception of Ballenas-Winchelsea Islands and Hornby Island, the LUBs are largely outdated. As one LPS staff member put it, many of the LUBs are “historical artifacts” of bylaws inherited decades ago from the regional districts.

As with the OCPs, there have been only piecemeal amendments since adoption, largely at the discretion of the LTCs.

The LUBs vary for topics such as definitions and general regulations (e.g., building heights, siting and setbacks). There may be good reasons for this in some cases, but not all.

Because they have not been modernized to any degree, there is inconsistent interpretation of elements of the LUBs, depending on the LTA.

This is not an issue unique to Islands Trust – many local governments in BC have not comprehensively reviewed their zoning bylaws in years because it can be a time-consuming process. Nonetheless, it is an important part of good land use planning.

Recommendations:

1. Reduce the number of LUBs / zoning bylaws to, if possible, match the recommended number of OCPs.
2. Use the same general format and content for all the LUBs.
3. Create more consistency among the LUBs for topics such as definitions and general regulations.
4. There are two options for updating the LUBs:
   - Undertake concurrently with the OCP updates.
   - Undertake immediately after the OCP updates.

Selecting the first option would allow the public to see how proposed OCP land use policies would be translated into land use regulations. It would also shorten the length of time of the updating process.

If the second option is selected, the LUB update should be completed within a year of the OCP update.

3. Model Bylaws

Staff time is being spent researching and preparing model bylaws on a variety of land use planning topics. Examples include a Development Permit Area (DPA) Bylaw, a Bonus Density for Affordable Housing Bylaw and a Floor Area Ratio Bylaw.

Model bylaws prepared to date have typically been implemented by only a very few LTCs. There is no requirement that LTCs adopt model bylaws, including the recently approved model Fees Bylaw. In the case of bylaw fees, applicants in some LTAs pay less than in others, despite the amount of staff time and other resources required to process applications generally being the same regardless of location. While this is inequitable, the decision to adopt the model bylaw rectifying the situation is left to each LTC.

Recommendations:

1. Determine why the LTCs are not adopting the model bylaws. Either the bylaws are relevant and there is no compelling reason why they should not be adopted by most LTCs or they are largely irrelevant and should not have been prepared to begin with.
2. Explore ways to encourage all LTCs to adopt the same fees. Trust Council has some control over the matter. For example, if an LTA is collecting lower fees, the amount of LPS staff time allocated to the LTA could be reduced.

4. Compliance and Enforcement

The Bylaw Enforcement Notification Bylaws and Bylaw Infractions Investigations Bylaws are based on the LUBs. There are differences in these bylaws, depending on the LTA. If the number of LUBs is reduced, these two types of bylaws will also be reduced in number.

There is inconsistent enforcement of the LUBs, depending on the LTA, with some LTCs and residents wanting more enforcement and others wanting less, either in general or for specific issues (e.g., short-term vacation rentals).

There is also a misunderstanding by some residents and business owners as to the areas of responsibility of Islands Trust Compliance and Enforcement, which is only land use matters. As a result, Compliance and Enforcement frequently receives enquires and complaints on bylaw issues that are handled by the regional districts. Conversely, the regional districts receive bylaw enquiries and complaints on land use issues.

There are some inconsistencies in enforcement among the regional districts given the time and cost incurred by regional district bylaws staff in investigating complaints on the islands, especially where it involves longer travel times.

Staff estimate that there is only follow-up by staff on roughly half at most of the various permits issued to ensure compliance because of the time and cost involved. This is low compared to some other local governments, although most do not follow-up on every permit to ensure compliance for the same reason as Islands Trust, namely limited resources.

The limited follow-up on permits may explain some of the complaints received by Islands Trust about non-compliance.

Recommendations:

1. Consistently apply bylaw enforcement in all the LTAs, both by Islands Trust Compliance and Enforcement and the regional districts.
2. Review Compliance and Enforcement staff resources to determine if more are required as part of consistently applied bylaw enforcement and/or if some reorganization is needed.
3. Improve communication and cooperation between Islands Trust Compliance and Enforcement and some of the regional districts.
4. Create more public awareness of the respective roles of Islands Trust and the regional districts in dealing with bylaw issues.
5. Increase the follow-up by staff on permits issued to ensure compliance.

B. PLANNING PROJECTS

As of late 2021, there were an estimated 70 planning projects underway, some of which were started several years ago and have made little progress since then because of limited staff time and other resources to complete them. The majority of projects are initiated by the individual LTCs, with a few initiated by the Regional Planning Committee.

At any given time, the LTAs may each have one to three projects underway, with more waiting to be started. While separate projects, some are on the same topics for several of the LTAs (e.g., groundwater sustainability), while others are on topics specific to one LTA (e.g., housing policy – tiny homes for Mayne Island LTA).

Despite the large number of projects, planning staff estimate that they are only able to devote about 20% of their time to them since many of the projects have to be a lower priority relative to the more immediate demands of development applications and public enquiries (50%) and involvement in public meetings (30%). Compared to other local governments, allocating only 20% of planning resources to projects (also referred to as long-range planning or community planning) is low.

There is no assignment of budget to each of the projects in terms of the cost of staff time and other resources, although some have budgets for consulting assistance. Also, there are no standard evaluation criteria to determine priorities, benefits and other considerations in selecting the projects to be undertaken.

It is appreciated that not all projects need to have Islands Trust-wide benefit to be important, but there needs to be a better understanding of what some of these projects will consume in the way of staff time and other resources before direction is given to LPS to undertake them.

If less staff time is spent in *attending public meetings* and managing development applications as a result of the outcomes of the *Development Application Service Delivery and Technology Improvement Program, more staff time can be devoted to planning projects. That means projects can be completed quicker and more of the projects waiting in queue can be initiated.*

Recommendations

1. Local planning projects should be considered, along with all other Islands Trust initiatives requiring the allocation of financial and human resources, in the context of an annual multi-year strategic and financial plan. The number of projects approved should correspond to the resources available to implement them.
2. Establish criteria to guide selection of the projects to be undertaken, including an evaluation process that determines priorities on the basis of need and regional equity.

C. DEVELOPMENT APPLICATIONS

LPS estimates that 50% of planning staff time is spent on development applications and referrals and enquiries from the public. In 2021, applications and referrals were as follows:

Application Type	Nor	Salt Spring	Southern	Total
Agricultural Land Commission	1	6	3	10
Board of Variance	0	0	6	6
Building Permit, Siting & Use Permit, Crown Land & Other Referrals	142	188	144	474
Development Permit	11	14	17	42
Development Variance Permit	19	24	25	68
Heritage Alteration Permit	0	0	0	0
Rezoning	2	3	3	8
Strata Conversion	0	0	0	0
Soil Removal & Deposit Permit	0	1	0	1
Subdivision	9	7	3	19
Temporary Use Permit	2	1	15	18
Other	0	0	3	3
Total	**186**	**244**	**219**	**649**

The total number of applications in 2021 was up from previous years: 559 in 2020, 425 in 2019 and 481 in 2018. LPS anticipates the number of applications to continue to increase annually.

A significant number of the applications processed are referrals from other agencies, notably building permit referrals from the regional districts.

What the statistics do not show is the complexity of some of the applications. For example, a development permit application could be for exterior modifications to an existing building or it could be for a whole new development.

LPS estimates the typical times between filing an application and approval to be as follows for those that require LTC approval:

- Rezoning: The average is 20 months where the LTC approves a bylaw and five months where the LTC decides to proceed no further with the bylaw.
- Development Permit: Eight to 10 weeks to process, but development permits currently require LTC approval to issue and therefore can take up to four months or more until issued.
- Development Variance Permit: Two months to process but can take longer… four months or more to issue depending on the LTC meeting schedule. Many DVPs are a result of bylaw enforcement and some of those take longer to resolve.
- Temporary Use Permit: Six to eight weeks to process.

These times may be extended where LTCs do not meet at least monthly or because of the limitation of the LTC to handle more than three to four applications per meeting.

LPS estimates the typical times between filing an application and approval to be as follows for those that do not require LTC approval:

- Siting and Use Permit: Two weeks.
- Building Permit Referral: Four to eight days.

These types of applications/referrals are generally processed by a Planning Technician.

The Islands Trust development applications review and approvals process is similar to that of other local governments in BC in some respects, but not others. The key differences are:

- Building inspection services are conducted by the regional districts[6], although LPS staff review the applications to ensure conformity with the LUBs and other pertinent bylaws. Islands Trust does not receive a portion of the building permit application fees for performing this service.

[6] Not all the LTAs have building inspection services. Lasqueti LTA does not require any form of building permit while landowners in the Denman and Hornby LTAs must have a valid Siting and Use Permit from Islands Trust prior to beginning construction.

- An OCP bylaw, or an amendment to an OCP bylaw, must be referred to the Minister of Municipal Affairs for approval after third reading.[7] LPS staff estimate that, on average, it takes a bylaw about six months to be approved by the Minister. While they are almost always approved without comment, there is no sense by LPS staff of why it takes this long, nor what the Ministry does internally with the bylaws once they are received.
- Bylaws must also be referred to the Islands Trust Executive Committee for approval after third reading.
- Development permits cannot be delegated to staff for issuance. However, recent provincial legislation allows LTCs, by bylaw, to delegate the issuance of development permits to staff, with allowance for the reconsideration of staff decisions by the LTC if warranted. This is a change that Islands Trust has sought for several years since it is a power already granted to other local governments.
- Islands Trust is exempt from Regional Growth Strategy legislation and this is not a consideration in preparing or amending OCP and zoning bylaws.

One of the recent amendments to the *Local Government Act* is that minor development variance permits (DVPs) can, by bylaw, be delegated to staff for approval and issuance. Up until now, DVPs could not be delegated to staff by local governments anywhere in the province.

The minor DVPs that can be delegated to staff include:

- Zoning bylaws respecting siting, size and dimensions of buildings, structures and permitted uses.
- Off-street parking and loading space requirements.
- Regulation of signs.
- Screening and landscaping to mask or separate uses or to preserve, protect, restore and enhance the natural environment.

This is a potentially important change for Islands Trust, which handles a significant number of DVP applications annually (68 in 2021). Delegation to staff of minor DVPs will shorten the turn-around time for many DVP applications and also reduce LTC agendas, allowing the Trustees to focus on more important matters.

The legislation, however, requires that a bylaw be adopted that delegates the authority to staff and that the bylaw includes:

- Criteria for determining whether a proposed variance is minor.
- Guidelines the delegate (staff) must consider in deciding whether to issue a DVP.
- Any terms and conditions the local government considers appropriate.

This bylaw will need to be adopted separately for each LTA.

[7] There is no requirement for a zoning bylaw to be approved by the Minister, except where there is no OCP in force or where the OCP in force was adopted prior to March 31, 1990.

As noted earlier, the average amount of time required to process an application can vary widely, depending on the type of application, its complexity and other factors, such as:

- Applications with incomplete and incorrect information, including mapping and technical reports (e.g., engineering, environmental, agricultural, building architecture, landscape architecture, archaeological). This is a common issue for most local governments since many applicants are not familiar with development review and approvals processes. LPS staff note that a significant amount of staff time is spent helping inexperienced applicants both before and after applications are received.
- The amount of deliberation by the LTA Trustees on OCP amendment and rezoning bylaws, with some applications appearing on agendas several times before a decision is made on whether or not to give readings and advance the application.
- The amount of time taken by the Minister to sign off on an OCP bylaw or amendment bylaw after third reading.
- The timing of getting a bylaw onto an Executive Committee agenda for approval before adoption and then back onto a LTC agenda for final reading.
- The amount of time taken by the Ministry of Transportation and Infrastructure (MoTI) to approve subdivision applications.
- The amount and type of engagement required with persons, organizations and authorities that Islands Trust considers will be affected by an application. This is increasing, especially with First Nations, and is occupying more of staff's time.

The consultants have heard anecdotal stories of applications being held up for what is perceived to be too long and unexpected added information requirements sought by LPS or other agencies that appear unjustified, creating more delay and cost for the applicants. This may be the case for some applications, but there is no evidence to suggest that this is a chronic issue. The same criticism is leveled at almost all local governments across the province by applicants frustrated, sometimes with good reason, in their efforts to gain approvals.

A significant issue that needs to be further explored is the amount of development application revenue received by Islands Trust relative to the amount of LPS resources put into processing applications. For the 2021/22 fiscal year, it is roughly estimated that about $100,000 in application fees will be collected.

If planning staff are spending upwards of 50% of their time on development applications and public enquiries (not all of which are related to development applications), this suggests a large gap between what is being paid for this service and what it costs to deliver the service.

Development application fees, while in theory intended to cover a significant share of the cost of processing applications, rarely do in any local government in the province. Nonetheless, the gap here appears large and is being off-set by property tax revenue.

This is partly due to Islands Trust not receiving any revenue, nor the ability to do so under current legislation, for the hundreds of referrals that it handles each year from other agencies, notably building permit referrals from the regional districts.[8]

It is also noted that most of the development application fees are fixed and not scaled. For example, the Salt Spring Island LTA currently charges $4,400 for a rezoning application, regardless of the nature of the rezoning. Most local governments have base fees upon which there are added fees based on the number of residential units, land area, amount of floor space, type of use or similar metrics. So, complex applications pay more since they require more staff time to process.

Trust Council approved an Application Processing Services Policy on June 9, 2021 that:

- Identifies the services provided by Islands Trust and the different levels of costs associated with these services.
- Provides direction for the preparation of Fees Bylaws and Schedules by LTCs.
- Provides the principles by which cost recovery for extraordinary services beyond the standard fee can be negotiated and agreed to by an applicant and the LTC.
- Is intended to recover from applicants 100 per cent of the average cost of processing development applications, while permitting consideration of lower cost recovery for environmental protection and community benefit.

However, it is understood that for many of the applications that end up taking more time than initially anticipated (e.g., added public engagement at the direction of the LTC), the extra costs are not being charged to the applicants.

This issue should be examined as part of the *Development Application Service Delivery and Technology Improvement Program to see not only how time and cost savings can be achieved but also if fees are set appropriately.*

Recommendations

1. Delegate the issuance of most, if not all, development permits to staff.
2. Determine what constitutes minor DVPs and prepare a model bylaw that can be adopted by each LTA.
3. Review the current development application fees and how they are applied to ensure appropriate cost recovery.

[8] Islands Trust Financial Planning Committee received a report from LPS at its January 19, 2022 meeting recommending that staff report back on options to recover costs related to building permit referrals.

D. ORGANIZATION AND STAFF RESOURCES

1. Organization

LPS is divided into three planning teams / offices: Salt Spring, Northern and Southern (see attached map), plus Compliance and Enforcement.

There is also the recently established Regional Planning Team that serves all of Islands Trust (excluding Bowen Island).

The majority of LPS staff are located at the Islands Trust office in Victoria, where most other Islands Trust staff are also located. There is an office on Salt Spring Island to help serve that planning area and an office on Gabriola Island to help serve the Northern area.

Two issues have been identified with the current organizational structure:

- The three planning teams are siloed, with limited communication and sharing of information between them, leading to some duplication of effort and also inconsistencies in the approach to dealing with some planning matters.
- Much of the planning staff turnover in recent years has been in the Northern office, which staff believe is partly due to it being located on Gabriola Island instead of in Nanaimo, where most of the team lives.

Recommendations

1. Move the Northern team office to Nanaimo, but retain an office on Gabriola Island open regular hours and staffed on a rotating basis by one planner. Notably this was also one of the recommendations of Stantec in its 2007 report[9]:

   "The northern office should be relocated from Gabriola Island to Nanaimo and converted from a 'full service' office to more of a 'store front' or satellite office with a smaller staff complement, focusing primarily on the development application side. This will provide somewhat easier access to staff for residents of the northern islands, but it is primarily intended to be able to recruit and retain staff. (page 3)

2. Reduce the siloing by having regular meetings between the planning teams to share information and ideas. This can be more easily accomplished now that many meetings have moved to video conference platforms.

2. Staff Resources

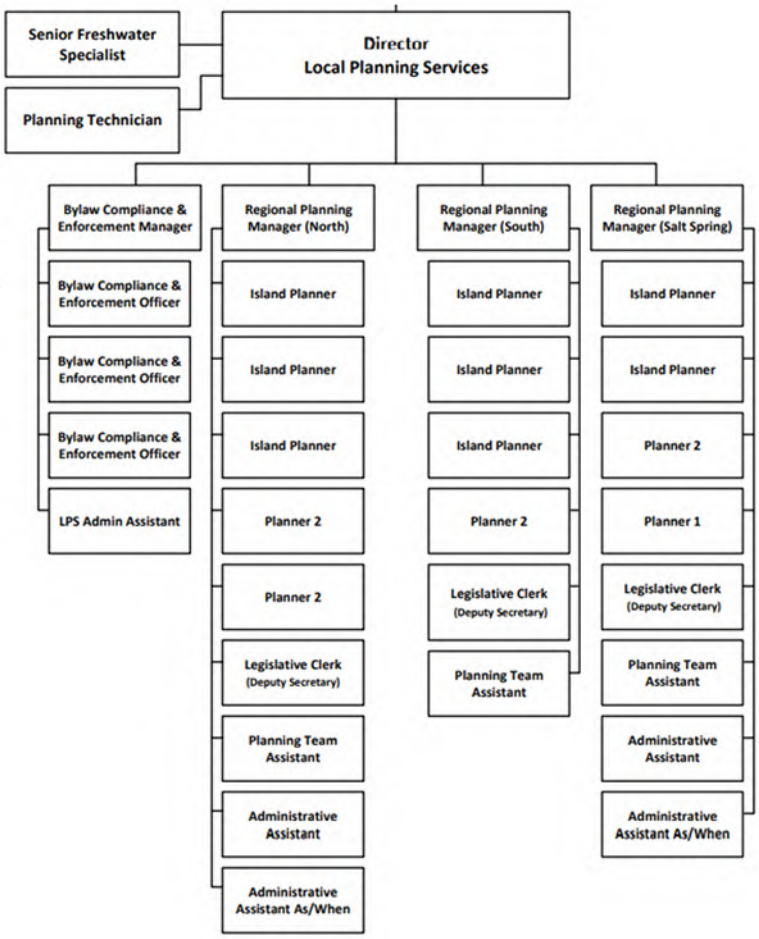
As shown in the organization chart below, there are 34 LPS staff positions. Seventeen are professional planning positions, including Planner 1s (1), Planner 2s (4), Island Planners (8), Regional Planning Managers (3) and the Director (1). Three of the planners are assigned to the Regional Planning Team.

[9] Stantec Consulting Ltd., *Islands Trust Local Planning Services Review*, March 23, 2007.

The planners are in generalist positions. While they all have education and experience in a wide range of planning subjects, none are specialist planner positions (e.g., housing, social, environmental). Outside assistance is sought on occasion for some of these services.

While not a planner, there is one specialist position in LPS - the Senior Freshwater Specialist who reports directly to the Director.

Local Planning Services Organization



Questions have been raised about the number of professional planning staff (17) relative to the population (~26,000 full-time residents), a per capita ratio of 1:1,500 that almost certainly exceeds that of any other municipality or regional district in the province. Even if the estimated 10,000 part-time residents were added in, it would still be significant (1:2,100).

This was noted in the 2007 review of LPS by Stantec, which stated:

> *"The organization has nine planners (Planner II's, Island Planners, Regional Planning Managers, and the Director) for 23,000 people which, per capita, is higher than other planning agencies that we are aware of. We also note the uniqueness of the Islands Trust circumstances in terms of geography, but this is not much different than some of the larger regional districts."* (page 4)

However, this is not a relevant comparison given that Islands Trust is comprised of 13 LTAs that each have separate land use planning bylaws and processes served by LPS. This is unlike any other local government in the province in terms of the demands on staff time.

To help put the issue into context, the planners attended an estimated 172 public meetings in 2021, as follows:

- LTC Regular Meetings: 90
- LTC Special Meetings: 19
- Executive Committee Meetings: 19
- Community Information Meetings: 13
- Islands Trust Council Meetings (4 times per year x 3 days per meeting): 12
- Regular Planning Committee Meetings: 9
- Agricultural Advisory Committee Meetings - Salt Spring: 5
- Public Hearings: 3
- Advisory Committee Meetings - Salt Spring: 2

For some of these meetings, more than one planner was in attendance, depending on the agenda.

LPS staff at the LTC meetings often act as *de facto* corporate officers on topics well outside of planning since they are often the only staff person in attendance to support the Trustees. This is not a normal practice in local government.

Staff estimate that, in a typical year, about 30% of planning staff time is spent on the public meetings (preparation for, attendance at, travel to and from). That is far more than for any other local government, where there are fewer public meetings in which planning staff have to be involved (e.g., regional district boards typically meet once or twice a month and municipal councils typically meet between two and four times a month).

The past two years have not been typical in that most meetings were held via video conferencing, which reduced the amount of staff time involved with meetings since there was less travel.

There have been questions raised about whether some of the planning staff are suited to working in a rural/non-urban planning environment as opposed to an urban planning environment. In the opinion of the consultants, there is no reason for this to be a concern.

All professional planners have education in both urban and rural planning and many have experience working in both environments.

Professional planners are in high demand in the province, with heavy competition amongst public and private sector employers in attracting and retaining planners, especially on the development planning side and in middle and senior management positions. This is particularly a challenge for some of the smaller communities around the province and many planning departments have vacancies that they are having difficulty filling. Placing more stringent requirements on new planning hires at Islands Trust is not advised.

However, more training and orientation for new planning hires could be of benefit given the complexity of the Islands Trust planning process, which no planner would have experienced anywhere else in local government, be it rural or urban.

Recommendations

1. Reduce the amount of planning staff time spent at meetings by allowing them to attend more meetings via video conferencing, even when there is a return to more face-to-face meetings.
2. Planners should not be participating in meetings as *de facto* corporate officers. Their role should be focused on planning matters.
3. Move the Northern offices to Nanaimo, but retain an office on Gabriola Island open regular hours and staffed on a rotating basis by one planner. Notably, this was also one of the recommendations of the 2007 Stantec report:

   "The northern office should be relocated from Gabriola Island to Nanaimo and converted from a 'full service' office to more of a 'store front' or satellite office with a smaller staff complement, focusing primarily on the development application side. This will provide somewhat easier access to staff for residents of the northern islands, but it is primarily intended to be able to recruit and retain staff." (page 3)
4. Review the current training and orientation program for new planning hires. The input of the planners hired in the past several years, as well as the staff involved in the exit interviews, should be sought as part of this process.

E. OTHER OBSERVATIONS

1. Planning Reports

LPS staff are producing hundreds of reports each year for the Planning Committees, the Task Forces, the Boards of Variance, the LTCs, Council and the Executive Committee, which is very time consuming.

Some of the reports are inconsistent in format and style, depending on the author and the subject matter.

Too much staff time is being spent writing planning reports that are not being read, or at best are being lightly skimmed, because they are too long and have too much detail for decision makers to fully absorb in agendas that can run into hundreds of pages. This was an observation made by a number of the Trustees.

Recommendations

1. Standardize the format and style of the planning reports.
2. Planning reports should generally be shorter. An executive summary should be included for any report longer than six pages that gives the decision makers the critical information. That means telling them what they need to know in making a decision, not simply summarizing topic headings. The reports can also put more of the details, where they are needed, into attachments rather than the main body, where they clog the flow of important information.

2. Development Application Service Delivery and Technology Improvement Program

One of the activities that Islands Trust will be undertaking as part of this recently funded project is:

> *"Hire a consultant to review the development application processing approach currently used at Islands Trust and make recommendations on changes that could be made to improve efficiency. This will be focused on the steps used, the reporting, and the detail in the reporting to the elected officials for each type of major application - rezoning, development variance permit, development permits and temporary use permits. Part of this will be to look at means to "fast-track" or "prioritise" those applications that improve equity and access to affordable housing."* (page 4 of application)

Some points for consideration in this upcoming review have already been covered in this report. Others that should be considered in the review are:

- The relationship with other agencies that have a role in the applications approval process. For example, there should include a better understanding why it takes the Ministry an average of six months to approve an OCP bylaw or amendment bylaw after third reading and determine if there are ways to shorten that time. If

applications are going to be fast-tracked, a strong working relationship will be required among all agencies involved in the process, including a clear understanding of needs, objectives, processes and priorities.

- It is not just the amount of time that an application takes to move through the process, but where it is in the process. One local government is working on an operational dashboard for applications that will include the time that the application is with it being reviewed, the time that the application is back with the applicant for further work, and the time that the application is with referral groups (e.g., other government agencies). They refer to it as a "chess clock".
- This same local government does post-mortems of completed major applications to see if there are things that could have been done better.
- The application fees, which are do not appear to be coming close to covering the cost of processing some applications, should be reviewed.
- Greater use can be made of outside consultants in helping fast-track applications if there is not sufficient LPS staff capacity. A number of local governments take this approach by selecting and retaining consultants (i.e., the local government is the client, not the applicant) and re-billing the applicant for the consultants' fees and expenses. Applicants are sometimes prepared to do this where is an offsetting benefit in time savings and therefore project financing costs. For the local government, this also frees up staff resources to deal with other applications.
- There may be a role for the application of Comprehensive Development (CD) zones, which are essentially custom zones, for some proposed developments that do not conform to existing zones (e.g., they exceed the maximum permitted density), but are desirable. This could be particularly useful as Islands Trust explores opportunities to create innovative affordable housing projects. CD zones are commonly used by local governments.
- Policies such as the Best Management Practices for Delivery of Local Planning Services to Local Trust Communities (approved in 2006 and last updated in 2013) and the Application Processing Services Policy (approved in 2021) will likely need to be updated based on the findings of the review.

3. Benchmarking

There was a desire by Islands Trust to have benchmarking undertaken as part of this relatively high-level review of LPS. However, it became clear as the review progressed that this would not be a particularly productive or informative exercise given the way in which Islands Trust is structured and governed under the *Islands Trust Act*, which is unlike any other local government in the province when it comes to land use planning. There are planning lessons that can be learned from other local governments, but they do not lend themselves to a benchmarking exercise.

Map of LTA Boundaries and LPS Office Service Areas

Annex 2

Great Northern Management Consultants Inc. (GNMC)
Islands Trust Project Team
Biographical Notes

Charles Kelly

Project Role – Project Manager and coordinator of consulting services by subject matter experts.

Career Summary – Mr. Kelly has been the CEO of two national management consulting firms for over 25 years. As CEO, he advised a wide range of executives and senior management in Canada's resource, information technology and financial services industries, Federal and Provincial Governments and NGOs. As a strategic advisor to IBM Canada's Public Sector Services, he helped lead major systems services initiatives. Internationally, he formed and led a team of former Ministers and Deputy Ministers to advise the Cuban Financial Ministries and Ministers on Canada's experience with Crown Corporations as a model for transition to a more market-oriented Cuban economy, under a CIDA project.

As the Commissioner General for the UN World Urban Forum 3, he initiated a global online consultation process, recruited over 60 subject matter experts world-wide that engaged 39,000 participants from 139 countries. As Commissioner General, he led the agenda development process through a Governing Council of 70 Nations, and managed the delivery of conference services for 12,000 attendees from 139 countries. He was the President of Concrete BC, and represented BC's concrete industry through membership in numerous BC, National and International Boards of Directors.

Currently, as President of Great Northern Management Consultants, he advises BC construction industry associations on public policy strategies, government relations and communications. The construction industry is BC's largest employment sector and operates in every region of the province.

Maryantonett Flumian

Project Role – Mrs. Flumian led the Governance dimension for the Islands Trust mandate. Throughout her career, she has worked to understand the links between legislation, structures, planning and processes and outcomes in an environment focussed on citizens. She also assisted in the alignment of key activities, corporate objectives and goals and performance assessment.

Career Summary – Over a 40-year career, Mrs. Flumian has worked with a variety of federal, provincial and municipal governments, including their agencies, boards and

commissions. She has also developed training programs for government senior appointees.

She was the founding Deputy Minister of Service Canada, the senior official for the creation of the Government of Nunavut, and a Senior Advisor to the Government of Iraq on Governance and Financial Management. In the last fifteen years, Mrs. Flumian has increasingly worked with Indigenous leaders and communities across Canada. In addition to sponsoring national dialogues on 'Beyond the Indian Act and Reconciliation' on the west coast, she currently is working with the New Relationship Trust, the Musqueam Indian Band, the Huu ay aht Nation, the Huu ay aht Group of Businesses and HaiCo, the Economic Development Arm of the Haida Nation. Her work focusses on governance and economic development. With the New Relationship Trust, the work also includes the Indigenous Clean Energy Initiative and the Clean Energy Legacy Fund – Towards Net-Zero Green House Gas Emissions.

James Roche

Project Role – Mr. Roche's focus during the review was on strategic/corporate planning, communications and advocacy, and contributing to the analysis of governance.

Career Summary – Mr. Roche has an extensive background in strategic planning, governance and advocacy. His solid track record in government and business provided an excellent platform from which to build a consulting practice that focussed on helping private and public sector clients plan and organize for success, while building support and partnerships to ensure the achievement of critical goals.

Mr. Roche has worked with a wide variety of departments and agencies at all levels of government, led one of the largest federal crown corporations, and ran two of Canada's leading public affairs agencies. He has been closely involved with strategic planning and advocacy campaigns with many of Canada's leading private enterprises, including Canadian National, Bombardier, Air Canada, Canadian Imperial Bank of Commerce, and Bell Canada. He has been a long-time advisor to industry and professional associations including the Canadian Medical Association, Engineers Canada, Innovative Medicines Canada (research-based pharmaceutical companies), the Canadian Writers' Guild, and the Association of Canadian Airport Authorities.

On the Canadian west coast, Mr. Roche has worked with the World Wildlife Fund on its successful campaign to protect the Northwest rainforest, and he is a long-time advisor to the B.C. Coast Marine Pilots, focussing on off-shore tanker safety campaigns, noise reduction initiatives to protect Southern Resident whales, and building constructive relationships with coastal Indigenous communities.

Eric Vance

Project Role – Mr. Vance undertook the review of the land use planning function at Islands Trust; this included an assessment of the effectiveness of land use planning activities, policies, and processes.

Career Summary – Mr. Vance MA, MLAI, FCMC, FCIP, RPP has over 40 years of experience as a professional planner, economist, management consultant and educator.

During his career, he has undertaken hundreds of land use planning projects. The majority of these projects have been for municipalities and regional districts throughout BC. As well as working on Official Community Plans and neighbourhood/area plans, he has also contributed to the current Metro Vancouver Regional Growth Strategy and the Livable Region Strategic Plan. He also worked on the first Regional Growth Strategy created in BC, which was for the Thompson-Nicola Regional District in the mid-1990s.

Mr. Vance also has a strong background in management consulting, having spent 11 years with Coopers & Lybrand (now PricewaterhouseCoopers), Chartered Accountants and Management Consultants. That work included reviews of the performance of both public and private sector organizations.

He holds the unique distinction of being the only professional in Canada who is a Fellow of both the Canadian Institute of Planners and the Canadian Association of Management Consultants.

He is also an Adjunct Professor in the Planning Program of the Graduate School of Resource and Environmental Management in the Faculty of Environment at Simon Fraser University.

Lorraine Cole

Project Role – Ms. Cole has provided overall coordination and administration on the project. She also assisted with research and document review.

Career Summary – Ms. Cole has over thirty-five years of experience in both the Government of Canada and with the not-for-profit sector, focusing on human resource management and administration services. Most recently, she has been providing advice and support in human resource management to Indigenous communities in western Canada.

Sylvain Dubois

Project Role – Mr. Dubois provides legal and policy advice, to the project team, with respect to the interpretation of legislated requirements and reforms associated with the governance of the Islands Trust.

Career Summary – Sylvain Dubois (LLM), is a lawyer and recognized as one of the leading experts in Canada in governance issues associated with the public sector.

Sylvain has advised numerous Federal Departments and Central Agencies for 30 years. Notably he has served in many capacities in the Privy Council Office (PCO) including the Director of Operations for Machinery of Government. During his tenure he received numerous awards for outstanding achievements.

He has been a senior advisor, representing Canada, at the Organization for Economic Cooperation and Development (OECD), in Paris.

He has served as the Deputy Chief Electoral Officer for Canadian Elections. He has worked for the Institute of Governance as a VP Public Governance and later VP International Governance.

Currently Sylvain is the Vice-President Governance at Holdfast Management Inc., where he provides legal and policy advice on governance and public sector modernization, to governments and national indigenous organizations.

Annex 3

Note to Select Committee of Islands Trust Governance and Management Review regarding Advocacy and Opinion Survey

An initial review of Islands Trust documents relevant to advocacy, and discussions with responsible staff, suggests that the current advocacy function at the Trust does not lend itself to cost/benefit analysis or objective measurement of effectiveness, as called for in the RFQ.

That said, specific advocacy-related initiatives, such as legislative monitoring, representations on public policy issues, and surveys, will be reviewed and assessed, as will the Trust's approach to determining which issues are identified as advocacy priorities. Moreover, the Review will consider how advocacy might function going forward, including possible recommendations on clarifying what constitutes advocacy, how the advocacy function is organized within the Trust, the appropriate level of effort and resources dedicated to the function, and how its effectiveness might be measured.

Great Northern's proposal in response to the Islands Trust RFQ included a "perception audit" to determine awareness and attitudes to the Trust and its mandate. It was anticipated that an on-line survey of Island Trust residents, along with selected interviews with key external stakeholders and collaborators, could help measure the impact of advocacy initiatives and activities. Practical and substantive reasons would now suggest that a survey of residents may not be the best use of limited time and resources.

The focus of advocacy activities that have been undertaken are largely externally focussed, concentrating on matters of interest to the Trust but under the jurisdiction of other levels of government. A survey of residents would not contribute significantly to an assessment of such initiatives. In the absence of internally-focussed advocacy or communication campaigns, documented in terms of tactics used and desired outcomes, there is no point in a survey intended to help determine if results matched expectations.

While Trust staff have offered to help deliver a survey to the extent possible given limited resources and capacity, there is reason to doubt that a survey undertaken in the context of the Review could deliver meaningful results. Other Trust consultations with residents are currently underway, and other surveys have been undertaken as recently as February of this year, as well as in 2019, 2016 and 2011. Also, the effort required to create community awareness of the survey, and ensure both a robust response rate and representative participation of all demographics across the Trust area, pose significant challenges.

In light of the above, the optimal approach would be to not proceed with a survey of Island Trust residents, but instead augment interviews with councillors, staff, and third parties (including both Trust area residents and "outsiders" with shared interests and other connections to the Trust). Also, the Review will explore if, how, and when a future public

opinion survey undertaken by the Trust itself might best inform Council of residents' concerns and requirements and, at the same time, establish a valid benchmark by which progress can be measured concerning agreed-upon advocacy-related goals.

May 31, 2021

Annex 4

Discussion Guide for Trustee Interviews

Note: Interviews are confidential; results and findings arising from the interviews will only be reported in the aggregate, without the identification of individual respondents.

Introduction

1. Tell us about yourself. How long have you served on the Council? In what capacity(ies)?
2. What experiences have you had that you find relevant to your work on Council?

Mandate & Strategy

3. Do you have a clear understanding of the mandate of the Islands Trust?
4. Do you think the role of the Trust Council in strategy development and oversight of the Trust is effective?
5. Do you have a clear understanding of how Trust Council measures its impact and results? How are these communicated to residents and other stakeholders?
6. Is there something different that you think the Council should be doing to fulfill its responsibilities and achieve its Object and mandate?

Roles and Responsibilities

7. Have you and/or the Council identified any gaps or risks associated with Trust's current governance approach?
8. What do you understand to be the role of the shareholder in respect of the Islands Trust? In respect of the Council?
9. Do you have a clear understanding of the expectations, roles and responsibilities of Trustees? How well do Trustees fulfill these obligations in your view?
10. Given the responsibilities of the Council and the Committees of the Council, what skill sets are missing?
11. Given the Islands Trust commitment to Reconciliation and the BC government's 2021-26 Action Plan, do you think Islands Trust and the Council have the expertise/skills/experience necessary to achieve the stated goals?

Council Operations

12. How would you describe the current culture of the Council? What are its strengths and weaknesses?
13. How effective are Council's and its Committee meetings? Is the Council guided by a clear set of operating principles?
14. How effective is communication and engagement with and among Trustees, as well as with Senior Staff?
15. What is the decision-making role of the Council? Should this role be changed in any way?

Information to the Council

16. Do you receive the information and reporting you need in order to fulfill your responsibilities as a Council member? Is the material helpful and digestible for decision making?
17. How would you describe the reporting from the CAO and senior staff?
18. How effective is reporting from Committees to the Council?

Standing Committees of Council

19. There are three Standing Committees of Council: Financial Planning, Regional Planning, and Trust Programs, in addition to the Executive Committee. Is this the right structure? How could it be improved?

Advocacy

20. Are the advocacy efforts of the Trust sufficient and effective? Please elaborate.

Land Use Planning

21. Do you see any areas that could be improved in how Local Planning Services manages development applications?
22. Do you see any areas that could be improved in how Local Planning Services manages projects?

Council-Senior Staff Relations

23. How would you describe the general state of Council-staff relations?
24. How effective is Council's process of performance assessment of the CAO?
25. Is the CAO/Council relationship sufficient to drive alignment between Council and Staff?

Other

26. Are there any governance practices of this organization which have not been discussed so far that you would like to raise, or any best practices that you would recommend for consideration?
27. Do you have suggestions as to others who might be interviewed to help gain a full perspective of Council Governance and Management issues?
28. Are there any other issues you would like to raise?

Annex 5

Discussion Guide for Senior Staff Interviews (CAO, CAO direct reports, other selected positions)

Note: Interviews are confidential; results and findings arising from the interviews will only be reported in the aggregate, without the identification of individual respondents.

1. Describe your role, responsibilities, and experience as an Islands Trust staff member.
2. Place your current position in the context of a broader career path.
3. Describe reporting relationship, performance evaluation, and tools required to fulfill your duties.
4. How do you understand the role of Trust Council, and how it connects to your job?
5. Identify the organization's strengths and weaknesses, and areas for improvement.
6. Would you like to comment on any of the issues or questions identified in the Trustee Interview Guide?
7. Are there any other issues you would like to raise?

Annex 6

Letter from Government of British Columbia, December 1, 2021

December 1, 2021

Ref: 268755

Peter Luckham, Chair and
Lee Middleton, Trustee
Islands Trust
200- 1627 Fort Street,
Victoria, BC V8R 1HR

Dear Chair Luckham and Trustee Middleton,

I am writing today in response to the Islands Trust Governance Review select committee and consultant's request for Ministry of Municipal Affairs' (ministry) participation in the interview portion of the Islands Trust governance review process. I appreciate the work that the Islands Trust is undertaking to review its effectiveness with respect to governance, planning services and advocacy.

The Islands Trust and the ministry have a unique relationship. While the province recognizes the Islands Trust as an independent, autonomous local body, the ministry continues to have an oversight role, that includes for example, the ministry's responsibility for the *Islands Trust Act*, the Islands Trust's annual reporting requirements and some Islands Trust bylaws that require approval of the Minister.

I understand that the governance review is looking to themes and trends, and as outlined in the interview form that states the questions that the ministry's commentary on the governance review questions would be rolled into an *aggregate response*. This seems like a practical and useful approach for most the respondents that will be interviewed. For the ministry, however, given our unique relationship with Islands Trusts participating on an internal governance, this places us in a challenging position. Many of internal Islands Trust practices and operations are founded on established provincial policy or in some cases legislation. Providing commentary on such practices may bring into question the provincial role and rules respecting those matters. For these reasons the ministry is respectfully declining the opportunity to participating in this review.

I do note from your workplan, the consultants expect to deliver an interim report on its findings. I would like to request that the ministry be given the opportunity to review and comment on the interim report.

…2

Ministry of Municipal Affairs Local Government

Mailing Address:
PO Box 9490 Stn Prov Govt
Victoria BC V8W 9N7
Phone: 250 356-6575
Fax: 250 387-7973

Location:
6th Floor, 800 Johnson Street
Victoria BC V8W 1N3

www.gov.bc.ca/muni

Chair Luckham and Trustee Middleton
Page 2

Thank you for the opportunity to participate in the governance review and I look forward to receiving a copy of the interim report.

Sincerely,

Tara Faganello
Assistant Deputy Minister

pc: Russ Hotsenpiller, Chief Administrative Officer, Islands Trust
Michelle Dann, Executive Director, Governance and Structure Branch, Local Government Division, Ministry of Municipal Affairs

Annex 7

The Islands Trust Select Committee on Governance and Management Review

Lee Middleton, Trustee Saturna Island - Chair

Kees Langereis, Trustee Gabriola Island - Vice-Chair

Paul Brent, Trustee Saturna Island

David Critchley, Trustee Denman Island

Michael Kaile, Trustee Bowen island and Municipal Councillor

Peter Luckham, Trustee Thetis Island, Chair Islands Trust Council

Benjamin McConchie, Trustee North Pender Island

Deb Morrison, Trustee North Pender Island, Chair Trust Council Programs Committee

Steve Wright, Trustee South Pender Island

Ex Officio:

Russ Hotsenpiller, Chief Administrative Officer The Islands Trust

With thanks for Secretariat support:

Lori Foster, Executive Coordinator

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APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

Overview

You may address Council (or a Council Committee) formally by: (a) presenting a petition or making a presentation as a delegation; or informally, by participating in (b) public comment sessions or (c) by correspondence. All correspondence, formal delegation presentations and petitions are treated as a public record.

Submissions

- Each delegation is required to complete this form and submit it to Islands Trust, along with any PowerPoint or video presentation that accompanies a delegation's written presentation by 4:30 pm at least 3 weeks prior to the meeting.
- If you miss this deadline, you may still submit this form; however, such requests will require approval by Executive Committee before the meeting or, 2/3 majority approval of Trust Council at the meeting.
- Each address shall be limited to 10 minutes unless a longer period is agreed to by approval of Executive Committee before the meeting or, of Trust Council at the meeting.
- *Application deadlines and approval requirements to address a Trust Council Committee may vary from the above. Contact* ExecAdmin@islandstrust.bc.ca *for guidance.*
- Rules governing delegations are outlined in the Islands Trust Council Meeting Procedures Bylaw 101.

All meetings are open to the public, are live streamed and recorded. Physical locations of the meeting are posted on the Islands Trust website.

Submit this form to ExecAdmin@islandstrust.bc.ca or mail to Islands Trust #200 – 1627 Fort St. Victoria B.C. V8R 1H8

I wish to address Islands Trust Council or _____ Council Committee

at the meeting of March 7 2022

I REPRESENT _____
(Name of Organization if applicable)

AS _____
(Capacity/Office)

NAME OF PRESENTER or Alternate Eric Booth

ADDRESS [redacted] Salt Spring Island, BC, V8K2R6

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

Governance review and application processing.

(If more space is required, please attach an additional page to this form.)

☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☑ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

*Please note personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. The personal information will be used for contact purposes only. Enquiries about the use of information in this form can be directed to the Legislative Services Manager at information@islandstrust.bc.ca

Date: February 9 2022 Signed: DocuSigned by: Eric Booth A3266F75816541C...
(Signature of Applicant)

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

Overview

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Submit this form to ExecAdmin@islandstrust.bc.ca or mail to Islands Trust #200 – 1627 Fort St. Victoria B.C. V8R 1H8

I wish to address Islands Trust Council or _____ Council Committee

at the meeting of March 8, 2022 (Quarterly Meeting)

I REPRESENT Petition on Draft Policy Bylaw / Concerned Citizens of Trincomali

(Name of Organization if applicable)

AS Petition Lead

(Capacity/Office)

NAME OF PRESENTER or Alternate Jeffrey Green

ADDRESS [redacted] North Pender Island

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

A petition has been submitted to the Islands Trust regarding the proposed Draft Policy Bylaw (July 2021); just over 360 people have signed to date. The petition identifies positive aspects of the draft but flags 8 main areas which need further consideration before acceptance of the Policy

(If more space is required, please attach an additional page to this form.)

☑ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.

☐ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

*Please note personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. The personal information will be used for contact purposes only. Enquiries about the use of information in this form can be directed to the Legislative Services Manager at information@islandstrust.bc.ca

Date: February 14, 2022 Signed: _____

(Signature of Applicant)

From: Jeffrey Green <[redacted]
Sent: Thursday, February 17, 2022 4:21 PM
To: Executive Admin <execadmin@islandstrust.bc.ca>
Subject: Re: Delegation Form

Lori

Attached please find my presentation for the March 8, 2021. I will be focusing on (1) Mandate of the Trust, (2) the associated costs (given the focus of the meeting on the 2022/23 budget) and (3) duplication with Provincial and federal agencies.

The link to the full petition is here: https://www.change.org/Modify_the_Island_Trust_Draft_Policy_2021

The signatories to the Petition are shown in the second attached file; these include residents and businesses with a direct interest in the Islands Trust area. Residents include property owners, renters and leasers.

The Petition will remain open until the close of public input to the Draft Policy Bylaw.

Jeff

Jeffrey E. Green
[redacted]

Caption

Petition to Modify the Policy Statement Bylaw 2021

Reason for the Petition

- Group on North Pender Island reviewed Draft Policy
- Do support need for redraft
- Noted positive and worthwhile changes (e.g., reconciliation, housing, climate change)
- But substantial number of additions, modifications and bans are concerning
- Petition began locally but requested to expand to other islands
- Petition can be found at:

  https://www.change.org/Modify_the_Island_Trust_Draft_Policy_2021

- As of February 17, 2022, there were 381 signatures

Concerns and Recommendations

- Expansion of the regulatory / geographic scope of the Trust
- Duplication of regulatory / management roles
- Increased costs and associated increases in tax levies
- Minimal role for Indigenous People and Residents vs. Governments and Non-governmental Organizations
- Lack of Justification — restrictions or bans not explained or justified (e.g., private docks, seawalls, desalinization plants, forestry management, tree cutting, agriculture, harvest management, housing density, housing size
- Sparse mention of forest fire risk and management
- Inconsistency in specific actions — included for some issues but lacking in others
- Need for a rigorous edit, glossary, and consistent use of defined terms

petition_signatures_jobs_31050356_20220218000619

Name	City	Province	Postal Code	Country	Signed On
Jeffrey Green				Canada	2021-10-14
Karin Anderson	Pender Island		V0N2M2	Canada	2021-10-14
Richard Thomas	Pender Island		V0N	Canada	2021-10-14
Cindy Bedford	Sidney		V8L	Canada	2021-10-14
Rob Theriault	Pender Island		V0N 2M2	Canada	2021-10-14
Brittany Neadow	Calgary		T3G	Canada	2021-10-14
Judy Bruce	Wasaga Beach		L9Z 2B1	Canada	2021-10-14
Ann Coombs	Pender Island, B.C		V0N 2M2	Canada	2021-10-14
Leighton Pullen	Pender Island BC		V0N 2M3	Canada	2021-10-14
Amy Heggie	Pender Island		V0N 2M2	Canada	2021-10-14
Lynda Poirier	THETIS ISLAND		V0R 2Y0	Canada	2021-10-14
Mairead Boland	Saturna Island			Canada	2021-10-14
Jan Wallace	Pender Island		V0N 2M2	Canada	2021-10-14
Christopher Brownell	Calgary		T2C-0H6	Canada	2021-10-14
Shelley Mahoney	Salt Spring Island		V8K1H4	Canada	2021-10-14
Patrick Farnum	Calgary		T3B	Canada	2021-10-14
Nic Levett	Guelph		N1E	Canada	2021-10-14
Mary Beth Rondeau	Vancouver		V6H	Canada	2021-10-14
Matthew ODonnell	Pender Island		V0N2M2	Canada	2021-10-14
Robert Lee	Pender island		V0n2m2	Canada	2021-10-14
Paul Robinson	Victoria		V5b2k6	Canada	2021-10-14
darryl engerdahl	nelson		v0g2g0	Canada	2021-10-15
Melady Preece	Pender Island		V0N 2M2	Canada	2021-10-15
Karl Hamson	Pender Island		V0N 2M1	Canada	2021-10-15
Bryan Anderson	Pender Island		V0N2M2	Canada	2021-10-15
kristen thiessen	Prince George		V2M	Canada	2021-10-15
Gary Pickwell	Pender island		V0N 2M3	Canada	2021-10-15
Troy Munn	Kelowna		V1X5C7	Canada	2021-10-15
sammy whitehead	Kamloops		V2B	Canada	2021-10-15

Paul Dermody	Saint-charles		P0M	Canada	2021-10-15
Lenore Black	Markham		L3R	Canada	2021-10-15
Beth Kopac	Ajax		L1T	Canada	2021-10-15
Arkadiusz Wójcik	Port Coquitlam		V3B	Canada	2021-10-15
Jennifer Majore	Edmonton		T5A 3A3	Canada	2021-10-15
Kelley Johnston	Salt Spring Island		VHK	Canada	2021-10-15
Jim Madsen	Pender Island		V0N 2M0	Canada	2021-10-15
Robyn bay	Edmonton		T6T 6C0M5	Canada	2021-10-15
Wayne Tepper	Saanichton		V8M	Canada	2021-10-15
jade wolf	salt spring island		v8k 2p5	Canada	2021-10-15
C Boychuk	Surrey		V3Z	Canada	2021-10-15
Laurie Cooke	Mayne Island		V0N 2J1	Canada	2021-10-15
Peter Taylor	Pender Island		V0N2M1	Canada	2021-10-15
Barbara DuMoulin	Salt Spring Island		v8k0a6	Canada	2021-10-15
colin watson	Pender Island		V0N 2M2	Canada	2021-10-15
Juanita Evans	Pender Island		V0N	Canada	2021-10-16
Linda Burgess	Salt Spring Island BC		V8K1P5	Canada	2021-10-16
Terence Khan	Coquitlam		V3B0C5	Canada	2021-10-16
Rachel Lenkowski	Pender Island		V0N 2M2	Canada	2021-10-16
nina cassils	Vancouver		v6r 1a6	Canada	2021-10-16
Kim Martin	Abbotsford		V2S	Canada	2021-10-16
Joanne Munroe	Pender Island		V0N 2M1	Canada	2021-10-16
Brent Simpson	Salt spring island		V8K	Canada	2021-10-16
Sue Long	Pender Island		V0n	Canada	2021-10-16
Dale Henning	Pender Island		V0N 2M2	Canada	2021-10-16
Daniel Feuermann	Pender Island		V0N2M1	Canada	2021-10-16
Jaci Malcolm	Salt Spring Island		V8K	Canada	2021-10-17
Lenda Freeborn	Pender Island		V0N 2M3	Canada	2021-10-17
Mike Shane	Pender Island		V0N2M2	Canada	2021-10-17
Jean Deschenes	Pender Island		V0N2M2	Canada	2021-10-17
John Pender	Pender Island		V0N2M2	Canada	2021-10-17
Chris McDougall	Pender Island		V0N2M0	Canada	2021-10-17

Taeven Lopatecki	Pender Island		V0N2M1	Canada	2021-10-18
Anne Burdett				Canada	2021-10-18
Masoud Pourjam	Ottawa		K2P	Canada	2021-10-18
Gail Standing-Forsyth	Pender Island		V0N 2M2	Canada	2021-10-18
Taylor Rosvold	Langley		V3A	Canada	2021-10-18
Jennifer Demers	Pender Island		V0N2M2	Canada	2021-10-18
Jay Patel	Halifax		B3K	Canada	2021-10-18
Althea Taylor	Brockville		K6V	Canada	2021-10-18
Patricia Juengst	La Mesa	Oregon	91941	US	2021-10-18
Tef Syverson	Saturna		V0N	Canada	2021-10-18
Judy Tipple	Saturna		V0N	Canada	2021-10-18
Shahin Sheibani	North Vancouver		V7G	Canada	2021-10-18
Carol Money	Duncan		V9L 4L4	Canada	2021-10-18
Kyla Chambers	Leslieville		T0M 1 H0	Canada	2021-10-18
Michelle Doiron	Didsbury			Canada	2021-10-18
Keri Rice	Saturna		V0N	Canada	2021-10-18
Marjorie Gang	Vancouver		V6J	Canada	2021-10-19
Laurel Villa	Pender Island		V0N2M2	Canada	2021-10-19
William Kafal	Saturna		V0N	Canada	2021-10-19
Mark Penev	Saturna		V0N	Canada	2021-10-19
John Bradley	Pender Island		von 2m2	Canada	2021-10-19
Savannah Medeiros	Ewa Beach		96706	US	2021-10-19
Rachelle Provencal	Pender Island		V0N 2M2	Canada	2021-10-19
Harold Childs	Jemison		35085	US	2021-10-19
Gordon Simon	Vancouver		V6E	Canada	2021-10-19
Elliot Caile				US	2021-10-19
Isabelle Dittrick	Omaha		68116	US	2021-10-19
Carol Petek	Chilliwack		V2P	Canada	2021-10-19
Rafe Cook	Athens	Tennessee	37303	US	2021-10-19
Kordan Ulmer	Vancouver		V6E	Canada	2021-10-19
Jennifer Stevens	Santa Fe	New Mexic	87501	US	2021-10-19
Arno Apeldoorn	Vancouver		V6N	Canada	2021-10-19

Jaclyn Simon	Vancouver		V5Z	Canada	2021-10-19
Nicholas Hubert	Vancouver		V5Z	Canada	2021-10-19
Joan McAllister	North Vancouver		V7N 3P5	Canada	2021-10-19
Emma McLay	Pender Island		V0N 2M0	Canada	2021-10-19
Joel Cannon	Okotoks		T1S	Canada	2021-10-19
Eliza Pril	Aurora		L4G	Canada	2021-10-19
Lisa Mollison	Pender Island B.C		V0N2M1	Canada	2021-10-19
Kate Vigneault	Saturna Island,		V0N2Y0	Canada	2021-10-19
Elizabeth Andrews	Milton		L9T	Canada	2021-10-19
Brian HALEY	Vancouver		V5L	Canada	2021-10-19
Kathleen Ellen Theriau	North Pender Island		V0N 2M2	Canada	2021-10-19
wes ritter	Denman Island		V0R	Canada	2021-10-19
Richard Adam	Victoria		V9E	Canada	2021-10-20
Douglas Sharp	Pender Island		V0N2M2	Canada	2021-10-21
Jo Holland	Saturna		V0N	Canada	2021-10-21
Mary Jones	Saturna Island		V0N2Y0	Canada	2021-10-21
Greg Kirkham	Saturna		V0N	Canada	2021-10-21
Rosemarie McNairn	Pender Island		V0N2M1	Canada	2021-10-21
Harvey Weinstein	Berkeley	California	94705	US	2021-10-21
Merril Roberts	Vancouver		V5T	Canada	2021-10-21
Bronwen Scott	Pender Island		V0N 2M2	Canada	2021-10-21
Cole Muñoz	Colorado Springs		80911	US	2021-10-21
Im gay	Gaithersburg		20877	US	2021-10-21
Brendan Maude	Woodstock		40394	US	2021-10-21
Josh Standiford	Lake Zurich		60047	US	2021-10-21
Amberly Engleman	Goodyear		85338	US	2021-10-21
Maddie Davis	Taunton		2780	US	2021-10-21
vincent cherian	ronkonkoma		11779	US	2021-10-21
Carol E Gentry	Albuquerque		87106	US	2021-10-21
monika palavra	Mississauga		L5B	Canada	2021-10-21
David Rea	Mayne Island		V0N 2J2	Canada	2021-10-21
David Rees-Thomas	Saturna		V0N	Canada	2021-10-21

Roger Jane	Denman Island, B.C.		V0R1T0	Canada	2021-10-21
Dawn Lorine Howden	Courtenay		V9J	Canada	2021-10-21
Donna Spalding	South Pender		V0N 2M3	Canada	2021-10-21
Sara French	Denman Island		V0R	Canada	2021-10-21
John Cowhig	Salt Spring Island		V8K2H8	Canada	2021-10-21
john g	Pender Island		v0n2m0	Canada	2021-10-21
Yasmine Horton	Bessemer		35020	US	2021-10-21
Anthony W	Los Angeles		94043	US	2021-10-21
Eve Feingold	Bedford		10506	US	2021-10-21
Pratik Warade	Denver		80238	US	2021-10-21
Nancy Thelot	Maplewood		7040	US	2021-10-21
Nancy Thelot	Maplewood		7040	US	2021-10-21
Montes Itzel				US	2021-10-21
Andrew Pringle	Denman Island		V0R 1T0	Canada	2021-10-21
JOHN SLEETH	Brantford		n3t6k5	Canada	2021-10-21
Michael Benedetto	Ajax		L1S	Canada	2021-10-21
Pooyan Mohseni	Thornhill		L4J	Canada	2021-10-21
chey savoy	NB		e4y 1h5	Canada	2021-10-21
Joseph King	Saturna		V0N2Y0	Canada	2021-10-21
Doug Leard	Vancouver		V6N 3L3	Canada	2021-10-21
Carole Dargatz	Port Moody		V3H	Canada	2021-10-21
Jasmine Howes	Gabriola		V0R 1X7	Canada	2021-10-21
Fabrizio Cross	Victoria		V8t 2n1	Canada	2021-10-21
Erik Kelly	Saint John		E2L	Canada	2021-10-21
Mark Maroney	Toronto		M6P	Canada	2021-10-21
Kevin Tweedy	Vancouver		V5L	Canada	2021-10-21
John Keay	Victoria		V8V	Canada	2021-10-21
Rosemarie Gleason	Terrace		V8G	Canada	2021-10-21
Jason Nadeau-Larson	Gabriola		V0r 1x2	Canada	2021-10-21
Don Rutherford	Saturna Island		V0N2Y0	Canada	2021-10-21
Heather Murray	Stony Plain		t7z 1c6	Canada	2021-10-21
Mario Chevarie	Moncton		E1C	Canada	2021-10-21

LONG CHEN	Aurora		L4G	Canada	2021-10-21
yu hun	Aurora		L4G	Canada	2021-10-21
Chloe Gionet	Dundee		E8E 1Y7	Canada	2021-10-21
Todd Hunter	Victoria		V9B	Canada	2021-10-21
Hugh Grasswick	Saturna		V0N	Canada	2021-10-21
Bernhard Ziegler	Saturna, BC		V0N 2Y0	Canada	2021-10-21
paddy smith	North Vancouver		V7G 0H1	Canada	2021-10-21
Cathy Rundans	Victoria		V8N	Canada	2021-10-21
Chip & Cindy Barrett	Pender Island		V0N 2M2	Canada	2021-10-21
Manish Sharma	New Brunswick	New Jerse	8903	US	2021-10-21
Karola Durette-Luckha	Chicopee	Massachu	1013	US	2021-10-21
Verónica Taylor	Southampton		11968	US	2021-10-21
dara severiano	San Jose		95132	US	2021-10-21
Jacob Smith	American Fork		84003	US	2021-10-21
Chad Gotti	Maple Shade		8052	US	2021-10-21
Arielle Charles	Lake Worth		33467	US	2021-10-21
Bryce Stewart	Victoria		V9C2C4	Canada	2021-10-21
Laura Marchese	Woodstock		N4S	Canada	2021-10-21
Rana Chaaya-Giuga	Aurora		L4G	Canada	2021-10-22
Linda Fuller	Cranbrook		V1C 6S6	Canada	2021-10-22
wiet verhoeven	SSI		V8K1J5	Canada	2021-10-22
Susan MacMillan	Calgary		T1y6k7	Canada	2021-10-22
Jeanette Dempster	Lively		P3Y1M7	Canada	2021-10-22
chris chapman	Dunster		v0j 1j0	Canada	2021-10-22
jamie harris	Salt Spring Island BC		V8K 2B2	Canada	2021-10-22
Quinn Mike	Courtenay		V9J	Canada	2021-10-22
james allison	Cedar Park		78613	US	2021-10-22
Laycee Hunter	Grandville		49418	US	2021-10-22
Larry Campbell	Galiano Island		V0N	Canada	2021-10-22
Serban Craioveanu	Saturna		V0N	Canada	2021-10-22
Kristina Peszel	Vancouver		V6H	Canada	2021-10-22
Charlotte Forish	Pender Island		V0N 2M2	Canada	2021-10-23

Susan Cunningham	Salt Spring Island		V8K1L7	Canada	2021-10-23
Jan Garnett	Pender Island		V0N 2M2	Canada	2021-10-23
Linda Lovatt	Edmonton		T6J 4V6	Canada	2021-10-23
Thomas Mouat	Salt Spring Island		V8K	Canada	2021-10-24
Mark Phillips	Hornby Island		V0R	Canada	2021-10-25
Steve Farrington	Pender Island		V0N 2M0	Canada	2021-10-26
Kyley Blomquist	Salt Spring Island		V8K2B2	Canada	2021-10-27
Scott Nyuli	Ssi		2H6	Canada	2021-10-27
harry warner	ssi		v8k2a5	Canada	2021-10-27
Kari Hubtala	Pender Island		V0N2M1	Canada	2021-10-28
D Cressman	Saturna		V0N	Canada	2021-10-28
Gabriel Cross	Hornby Island		V0R 1z0	Canada	2021-10-29
Dolores Girard	Pender Island		V0N 2M3	Canada	2021-10-29
Martin Evans	Richmond		V6Y	Canada	2021-10-29
Dennis Fortin	Salt Spring Island		V8k2w5	Canada	2021-10-29
Jim Meadows	Salt Spring Island		V8K	Canada	2021-10-29
Myla Silcher	Medicine Hat		T1B	Canada	2021-10-29
Dag Falck	Pender		V0N 2M3	Canada	2021-10-29
Pam Petrie	Pender Island			Canada	2021-10-30
Davi Sherman	Pender island		von2m2	Canada	2021-10-31
Michael St. Cyr	Pender island		V0N2M3	Canada	2021-11-01
Richard Nolan	Gabriola		V0R 1X5	Canada	2021-11-01
Mimi Fujino	Pender island		V0n2m3	Canada	2021-11-01
Tyrone Foley	Pender island		V0n2m0	Canada	2021-11-02
Sarah Wheeler	Pender island		V0N 2m0	Canada	2021-11-02
Kristen Dennis	Saanichton		V8M	Canada	2021-11-02
Tiffany Morgan	Pender island		Bob 2m1	Canada	2021-11-02
Betsy Campbell	Pender Island		V0N 2M1	Canada	2021-11-02
Michael Bradley	Golden		V0A	Canada	2021-11-03
Gillian P Taylor	Salt Spring Island		V8K2E4	Canada	2021-11-04
George Taylor	Salt Spring Island		V8k	Canada	2021-11-04
Ken Brodie	Vancouver		V6G	Canada	2021-11-05

Cristin Napier	Salt Soring Island		VK82A4	Canada	2021-11-05
Aaron Grimm	Pender Island		V0N 2M1	Canada	2021-11-07
Natasha Harvey	Pender island		V0n2m1	Canada	2021-11-09
Corinne Parker	Vancouver		V0N2M1	Canada	2021-11-09
Tony Greenall	Pender island		V0n2m2	Canada	2021-11-15
David Dunnison	Salt Spring Island		V8K	Canada	2022-01-15
Andrée Fredette	Saturna		V0N	Canada	2022-01-15
Sandra Ayres	Surrey		V3W	Canada	2022-01-15
Alexandra Dunnison	Salt Spring Island		V8K	Canada	2022-01-15
Nathalie Lachapelle	Ottawa		K1A	Canada	2022-01-15
Philip P.	Mascouche		J7K	Canada	2022-01-16
Parul Bhargava	Brampton		L7A	Canada	2022-01-16
Sandy Shields	Cambridge		N1R	Canada	2022-01-16
Ryan Dunnison	Salt Spring Island		V8K	Canada	2022-01-19
David Pope	Pender Island		V0N2M1	Canada	2022-01-25
Ann Klaveness	Vancouver		V5z1v2	Canada	2022-01-25
Robert Conconi	Vancouver		V6H	Canada	2022-01-25
Rianne Matz	Gabriola Island		V0R 1X5	Canada	2022-01-25
steve wright	Pender is		V0N2M3	Canada	2022-01-25
Cheryl Oke	Duncan		V9L	Canada	2022-01-25
Diane Logan	Pender Island			Canada	2022-01-25
David Malkin	Vancouver		V5X	Canada	2022-01-25
Blair and Gloria Fraser	Burnaby		V5A	Canada	2022-01-25
GERALD REINDERS	Vancouver		V6E	Canada	2022-01-25
Ralph Williams	Surrey		V4A	Canada	2022-01-25
Mary Wood	Denman Island		V0R	Canada	2022-01-25
Gary Fletcher	Maple Ridge		v2x0k4	Canada	2022-01-25
Claire Arsenault	Maple Ridge		V2X	Canada	2022-01-25
Karen Daem	Surrey		V4N	Canada	2022-01-26
Fenton Davus	Delta		V4K	Canada	2022-01-26
Myles Parker	Salt Spring Island		V8K2W3	Canada	2022-01-26
Alexander Conconi	Vancouver		V6K	Canada	2022-01-26

Lucille Henshaw	Pender Island			Canada	2022-01-26
Evelyn Dewinetz	Victoria		V8R	Canada	2022-01-26
Lea Stevens	Galiano Island		V0N 1P0	Canada	2022-01-26
Pam Haggarty	Vancouver		V6E	Canada	2022-01-26
John Robertson	Saturna		V0N	Canada	2022-01-26
Brenden Montgomery	Penticton		V2A 6J5	Canada	2022-01-26
Alan Nixon	Mesa	Arizona	85213	US	2022-01-26
Shirley Coulter	Galiano		V0N1P0	Canada	2022-01-27
linda henderson	Whistler		V8E	Canada	2022-01-27
dorothy murdoch	Pender Island		V0N2M1	Canada	2022-01-27
Rocky Moyle	Galiano Island		V0N	Canada	2022-01-27
Karen Fontana	Chilliwack		V2R	Canada	2022-01-28
Michael Keefer	Rossland		V0G 1Y0	Canada	2022-01-28
Allen Achilles	Vancouver		V6A4K7	Canada	2022-02-04
Elaine Roth	Vancouver		V6S	Canada	2022-02-04
Lisa Rhodes	Mayne island		V3C	Canada	2022-02-04
Allister Hain	Mayne Island		V0N 2J2	Canada	2022-02-04
Kathy Travis	Saturna		V0N	Canada	2022-02-04
Norm van Rassel	Mayne island		V0n2j2	Canada	2022-02-04
William Marsh	Victoria		V8R	Canada	2022-02-04
RON WEEKS	MAYNE ISLAND		V0N 2J2	Canada	2022-02-04
Cindy Heaven	Vancouver		V6K 2Y7	Canada	2022-02-04
Rod Macpherson	Mayne Island		V0N	Canada	2022-02-04
DZUS DOUG	Tahsis		V0P	Canada	2022-02-04
Shahzaib Zaveree	Scarborough		M1K	Canada	2022-02-04
Jacquie Burrows	Mayne Island		V0N 2J2	Canada	2022-02-04
Aleksandar Stosich	Hamilton		L8K 1Z1	Canada	2022-02-04
Benjamin Iredale	Mayne Island		V0N 2J1	Canada	2022-02-05
Silvia Velez	New Port Richey		34652	US	2022-02-05
Alexis Beward	Lewistown		17013	US	2022-02-05
Bei Yan	Toronto		M5A	Canada	2022-02-05
Rob Austdone	Mayne Island		V0N	Canada	2022-02-05

Reed Paladeau	Calgary		T2W	Canada	2022-02-05
Christopher Redsell	Mayne Island		V0N 2J2	Canada	2022-02-05
Poppy Dale	Huddersfield	England	Hd2 2sn	UK	2022-02-05
Jiayue Qiu	Toronto		M5A	Canada	2022-02-05
Greg Martin	Mayne		V0N 2J1	Canada	2022-02-05
Vicki Phillips	Maple Ridge		V2x 4p8	Canada	2022-02-05
Aima Nouman	Hamilton		L9B	Canada	2022-02-05
Bob McKinnon	Victoria		V8R	Canada	2022-02-06
Emma Turner	Burlington		L7T3S3	Canada	2022-02-06
Carl Bunnin	Mayne Island, BC		V0N 2J2	Canada	2022-02-06
Daniel and Carolyn Inr	Mayne Island		V0N 2J2	Canada	2022-02-06
Phil Hartley	Maple Ridge		V2X	Canada	2022-02-06
Cat Anderson	Mayne Island		V0N 2J2	Canada	2022-02-06
Kevin Welsh	Toronto		M6A	Canada	2022-02-06
Brenda Hartley	Maple Ridge		V2X	Canada	2022-02-06
Steve Anderson	Mayne Island, BC		VoN 2J2	Canada	2022-02-06
Courtney Anderson	Mayne Island		V0N 2J2	Canada	2022-02-06
Margaret Emmett	Vancouver		V6L	Canada	2022-02-07
Jayla Williams	Fort Lauderdal		33317	US	2022-02-07
Audrey Pike	Toronto		L4N 0K4	Canada	2022-02-07
Shameem F	Toronto		M5h2l2	Canada	2022-02-07
Tamm Fenske	Regina		S4M	Canada	2022-02-07
Dean Mackay	Lihue	Hawaii	96766	US	2022-02-07
Daniela Silva	El Sobrante		94803	US	2022-02-08
Shelby No	Altadena		91001	US	2022-02-08
Genesis Calliste	Toronto		M6C	Canada	2022-02-08
Bruce Roberts	Maybe Island		V0N 2J1	Canada	2022-02-08
Marie-Claude Collins	Mayne Island		V0N2J1	Canada	2022-02-08
Rob Roodenburg	salspring		v8k 2g8	Canada	2022-02-08
Carolina Rincon	Bogota			Canada	2022-02-08
Pallvi Pallvi	Cambridge		N3H	Canada	2022-02-08
Logan Welk	Langley		V2Y	Canada	2022-02-09

Alfiya Gaziyeva	Burnaby		V5C3R1	Canada	2022-02-09
Murray Atherton	Bowen Island		V0N	Canada	2022-02-09
Jill Taylor	Vancouver		V6H	Canada	2022-02-09
Alan Whitehead	Bowen Island		V0N	Canada	2022-02-09
Cro Lucas	Bowen Island			Canada	2022-02-09
William Brown	Bowen Island		V0N1G2	Canada	2022-02-10
peter Rankin	Bowen Island		V0N	Canada	2022-02-10
Thomas Edwards	Bowen Island		V0N	Canada	2022-02-10
Gerry Kirk	Bowen Island. B.C.		V0n1g1	Canada	2022-02-10
Janet Weld	Bowen Island		V0N	Canada	2022-02-10
Debra Wells	Pender Island		V0N2m2	Canada	2022-02-10
Judy Wolfe	Coquitlam		V3K	Canada	2022-02-10
Deborah Cooper	Bowen Island		V0N 1G2	Canada	2022-02-10
bryan anderson	Pender Island		V0N2M2	Canada	2022-02-10
Ken Hallat	La Quinta	California	92253	US	2022-02-10
Haig Farris	Bowen Island		V0N1G2	Canada	2022-02-10
Sheila Jackson	Pender Island			Canada	2022-02-10
Oydis Nickle	Bowen Island		V0N	Canada	2022-02-10
Steve Hoffar	Bowen Island		V0N	Canada	2022-02-10
Jo Riley	Pender Island		VON2M2	Canada	2022-02-10
Tiernee Freeman	Bloomfield		68718	US	2022-02-10
Sam Delooff	Chilliwack		V2R 3E5	Canada	2022-02-10
George Lyttle	West Vancouver			Chad	2022-02-10
JOHN CLARKE	BOWEN ISLAND		V0N 1G1	Canada	2022-02-10
James Crandles	Bowen Island		V0N	Canada	2022-02-10
Ron Booth	Vancouver		V7S	Canada	2022-02-10
Bruce Jackson	Pender Island		V0N	Canada	2022-02-10
Jairo Agreda	San Francisco		94112	US	2022-02-10
May Lovela	Portland		97219	US	2022-02-11
Majeda Alaqul	Saint Albert		T8N	Canada	2022-02-11
Megan Booth	Medicine Hat		T1B	Canada	2022-02-11
Jeremiah Corporaal				US	2022-02-11

John Andrew	Vancouver		V6H	Canada	2022-02-11
David Asmodeus	Pender Island		V0N2M1	Canada	2022-02-11
Aleh Aleh	Winfield		60190	US	2022-02-11
Austin Howard	Elgin		29045	US	2022-02-11
Gary Ander	Bowen Island		V0N	Canada	2022-02-11
Ashley-May Matusinec	Drayton		N0G	Canada	2022-02-11
Dale Hewitt	Bowen Island		V0N1G1	Canada	2022-02-12
Mohammed Alabbase	Lilburn		30047	US	2022-02-12
Kathy Clarke	Bowen island		V0n1g2	Canada	2022-02-12
Harle (Bud) Long	Bowen Island		V0N 1G2	Canada	2022-02-12
Victor Lamothe	Pender Island		V0n2m2	Canada	2022-02-13
Owen Ellis	Calgary		T3h	Canada	2022-02-13
Teigan Kruger	Butte		59701	US	2022-02-13
Megan Ebuen	Elk Grove		95758	US	2022-02-13
D Davies	Saturna		V0N 2Y0	Canada	2022-02-14
Cory Sibbald	Vancouver		V6T	Canada	2022-02-14
Franka Anderson	Calgary		T2H	Canada	2022-02-14
Lukas Horch	Mayne Island		v0n2j2	Canada	2022-02-14
Christian Girard	Pender Island		V0N 2M3	Canada	2022-02-14
carmen addario	Saltspring island		V8k2b1	Canada	2022-02-14
Janet Moore	Vancouver		V5V	Canada	2022-02-14
Chris M	Halifax		B3k5v3	Canada	2022-02-14
Sergio Yankov	Abbotsford		V2S	Canada	2022-02-14
Lily Chong	Collingwood		L9Y	Canada	2022-02-15
Tawnie Birbeck				Canada	2022-02-15
Breyona Mihaljevic	Hamilton		L9B	Canada	2022-02-15
Ama Pennycuff	Harriman		37748	US	2022-02-16
Rosa Ware	Parksville		V9p 1l9	Canada	2022-02-16
Christopher Powell	Mississauga		L5H	Canada	2022-02-17
Nagi Algahaim	Redford		48239	US	2022-02-17

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

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I wish to address Islands Trust Council or Trust Council Quarterly Council Committee

at the meeting of 8 March 2022

I REPRESENT Myself, David Dunnison

(Name of Organization if applicable)

AS myself

(Capacity/Office)

NAME OF PRESENTER or Alternate David Dunnison

ADDRESS [redacted]alt Spring Island

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

Island Trust Area biodiversity status and balancing priorities in the Draft New Policy Statement

(If more space is required, please attach an additional page to this form.)

☑ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☑ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

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Date: 16 Feb 2022 Signed: _____

(Signature of Applicant)

Islands Trust Area Biodiversity

Delegation to Islands Trust Council

David Dunnison

8 March 2022

Talking Points for Trustees

4 February 2022

"What makes the Islands Trust Area so unique?"

> *"the Trust Area is home to an exceptionally high biodiversity of rare and culturally significant species"*

Talking Points for Trustees, 4 February 2022

Also:

Draft New Policy Statement, pages 5 and 7.

Unsupported by Evidence

Not as Biodiverse

- 17 of 69 CDF Indicator Plants absent or largely absent

  Alaskan blueberry, Black gooseberry, Clasping Twisted Stalk, Copperbush, Crowberry, Deer fern, Green false-hellebore, Lanky moss, Narrow-leaved cotton grass, Partridge-foot, Pink mountain-heather, Pipecleaner moss, Queen's cup, Sitka alder, Sitka valerian, Vine maple, Youth-on-age

- Many CDF mammals absent or largely absent

  Cougar, Coyote, Douglas squirrel, Elk, Ermine, Red fox, Marten, Opossum, Porcupine, Skunk, Townsend's Chipmunk, Olympic Shrew, Trowbridge's Shrew, Water shrew , Grey Wolf

"…the island nature of most CDF habitat, on both Vancouver Island and the smaller Gulf Islands, means that it will have fewer wildlife species than had it occurred on the mainland"

"The lower number of species on Salt Spring is attributable to the smaller area of the island. Biodiversity typically declines with island size…"

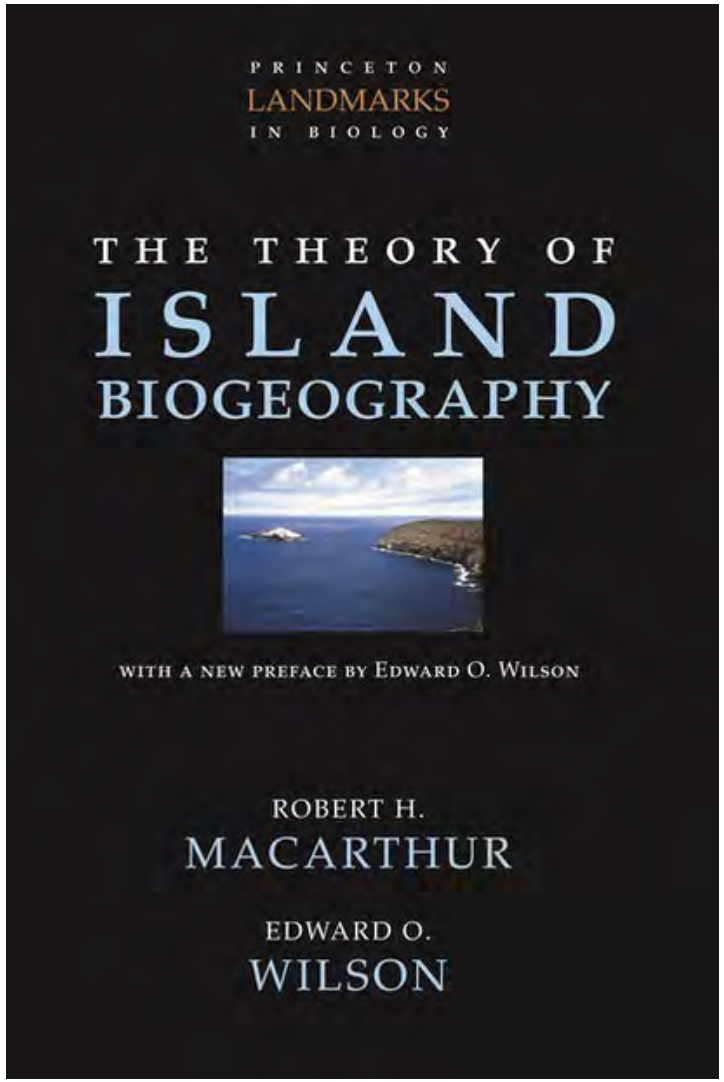
Sources: Ecosystems of BC; Coastal Indicator Plants of BC; e-Flora BC; What animals does Vancouver Island not have?; e-Fauna BC; Nature Guides B.C.; Salt Spring Island Conservancy

Islands Have Lower Biodiversity

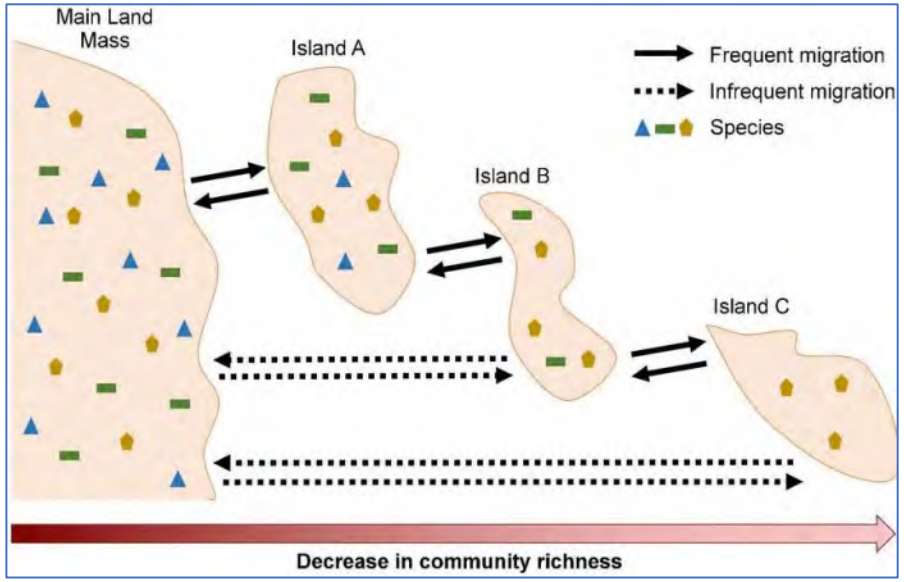
Distance and size regulate species

- Islands have fewer species than the main land masses
- Smaller islands have fewer species
- Islands further away have fewer species

MacArthur, R. H., & Wilson, E. O. (2001). The Theory of Island Biogeography. Princeton: Princeton University Press.



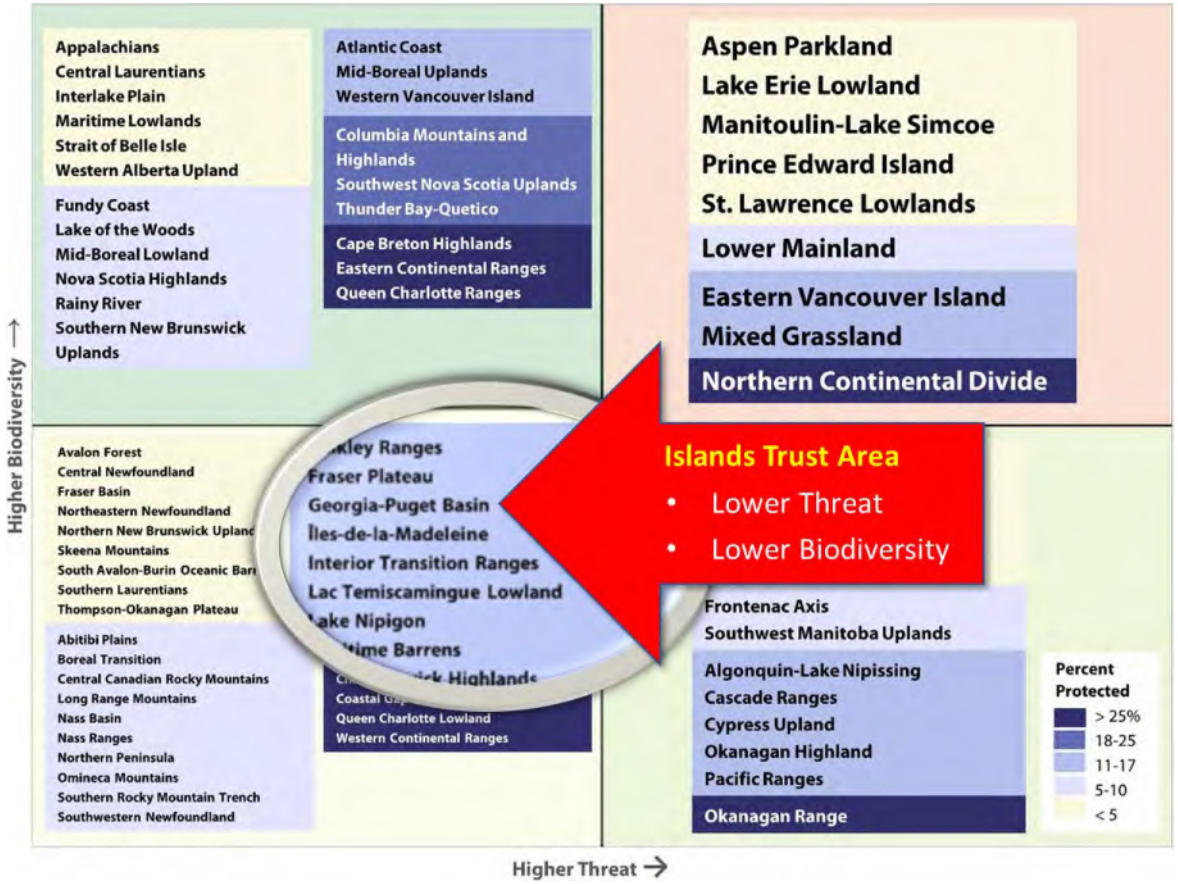
Decrease in Biodiversity



Glendinning, Laura. (2017). Sheep lung microbiota.

Islands Trust Area: 65th of 77 Ecoregions

Highest Priority
"Crisis Ecoregions"



Lowest Priority

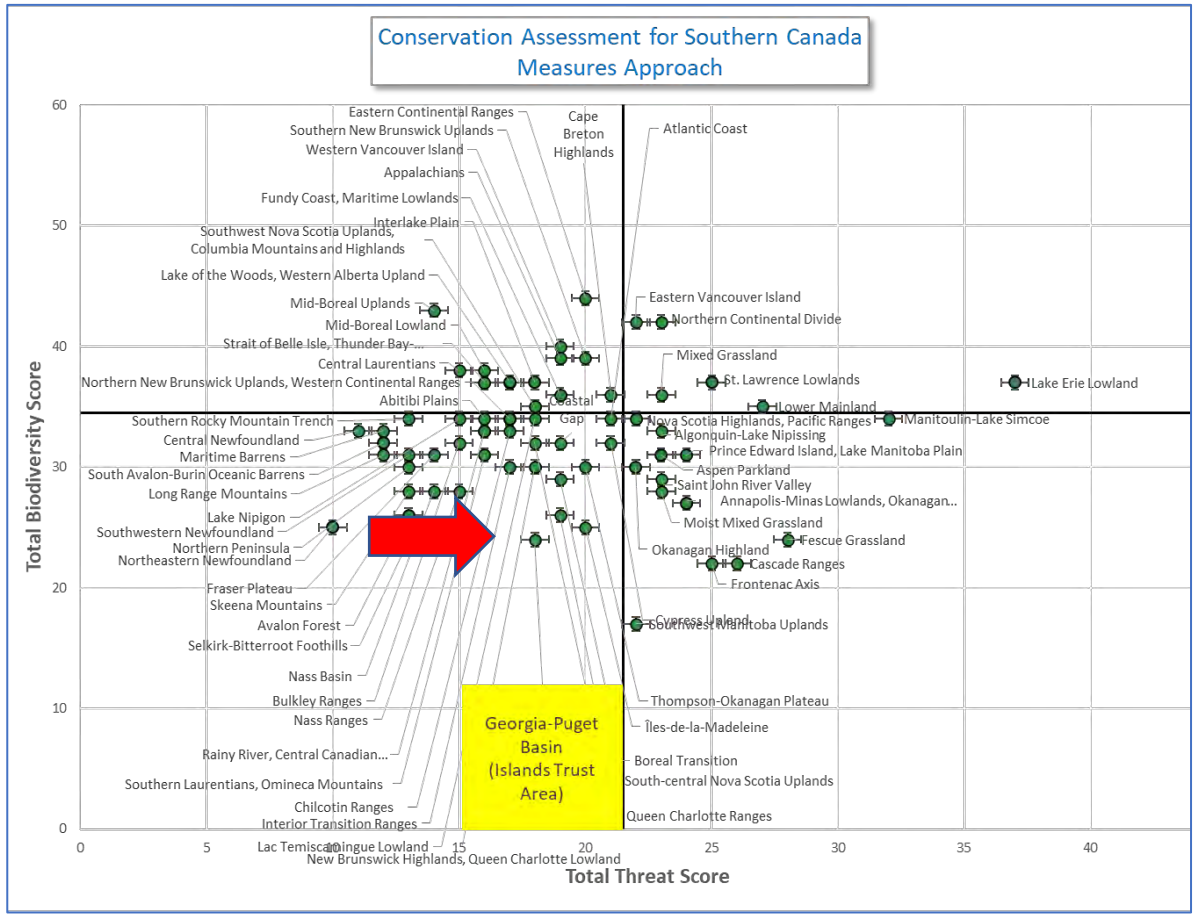
Kraus, D., Hebb, A. (2020). [Southern Canada's crisis ecoregions: identifying the most significant and threatened places for biodiversity conservation]. Biodivers Conserv 29, 3573–3590.

Biodiversity and Threat Scores

Island Trust Area

- Biodiversity Rank: 73/77
- Threat Rank: 44/77

Kraus, D., Hebb, A. (2020). [Southern Canada's crisis ecoregions: identifying the most significant and threatened places for biodiversity conservation]. Biodivers Conserv 29, 3573–3590.



Georgia-Pacific Basin Ecoregion

"This coastal ecoregion incorporates the numerous Gulf Islands of the Strait of Georgia"

Sources:

Agriculture and Agri-Food Canada (1999) A National Ecological Framework for Canada: Ecoregions.

Demarchi (2011). An Introduction to the Ecoregions of British Columbia. Ministry of Environment. Victoria.

Statistics Canada. Georgia-Pacific Basin (ecoregion).

Biodiversity Hotspots

The Islands Trust Area does not meet this international standard of 1500 or more unique/endemic vascular plants

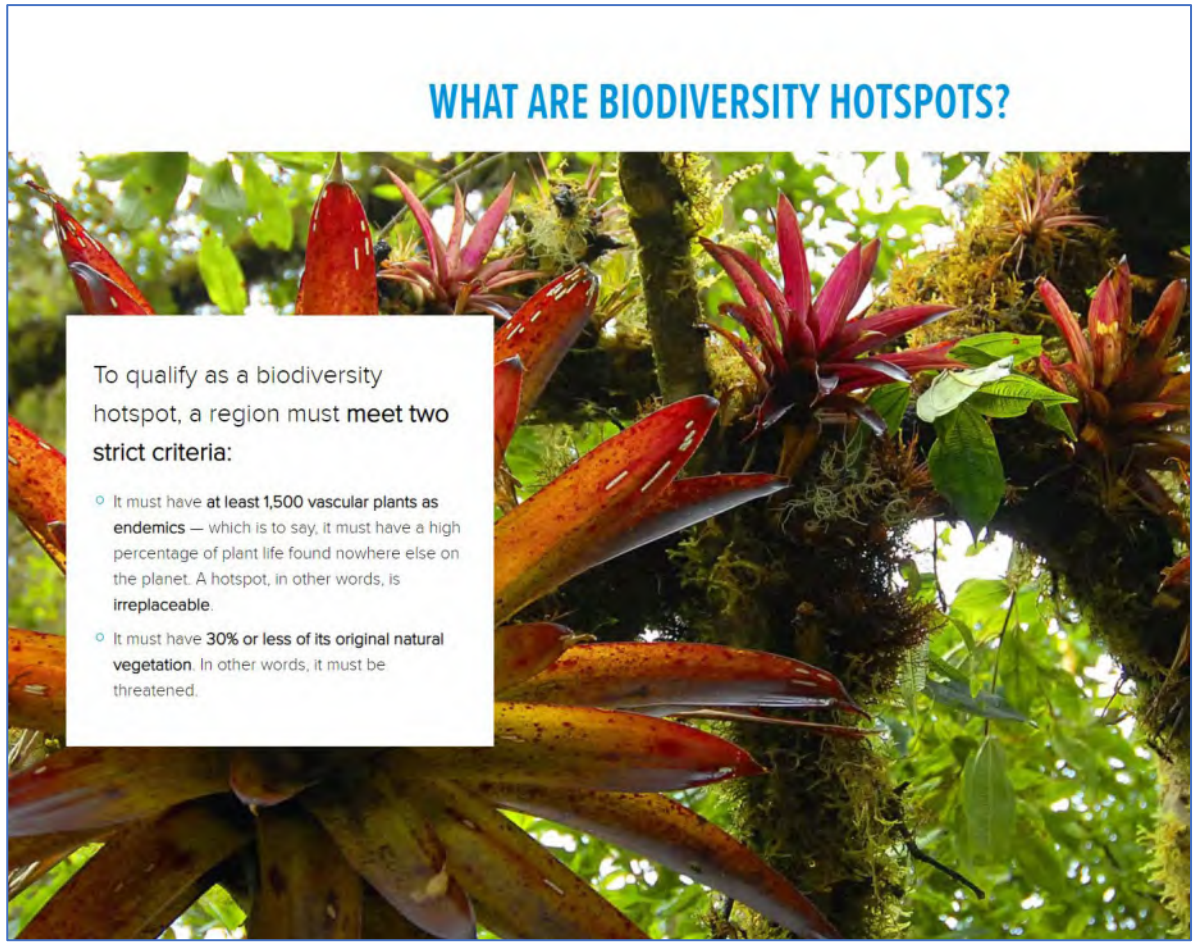
There are 308 unique/endemic species in all of Canada, 105 in BC.

Sources:

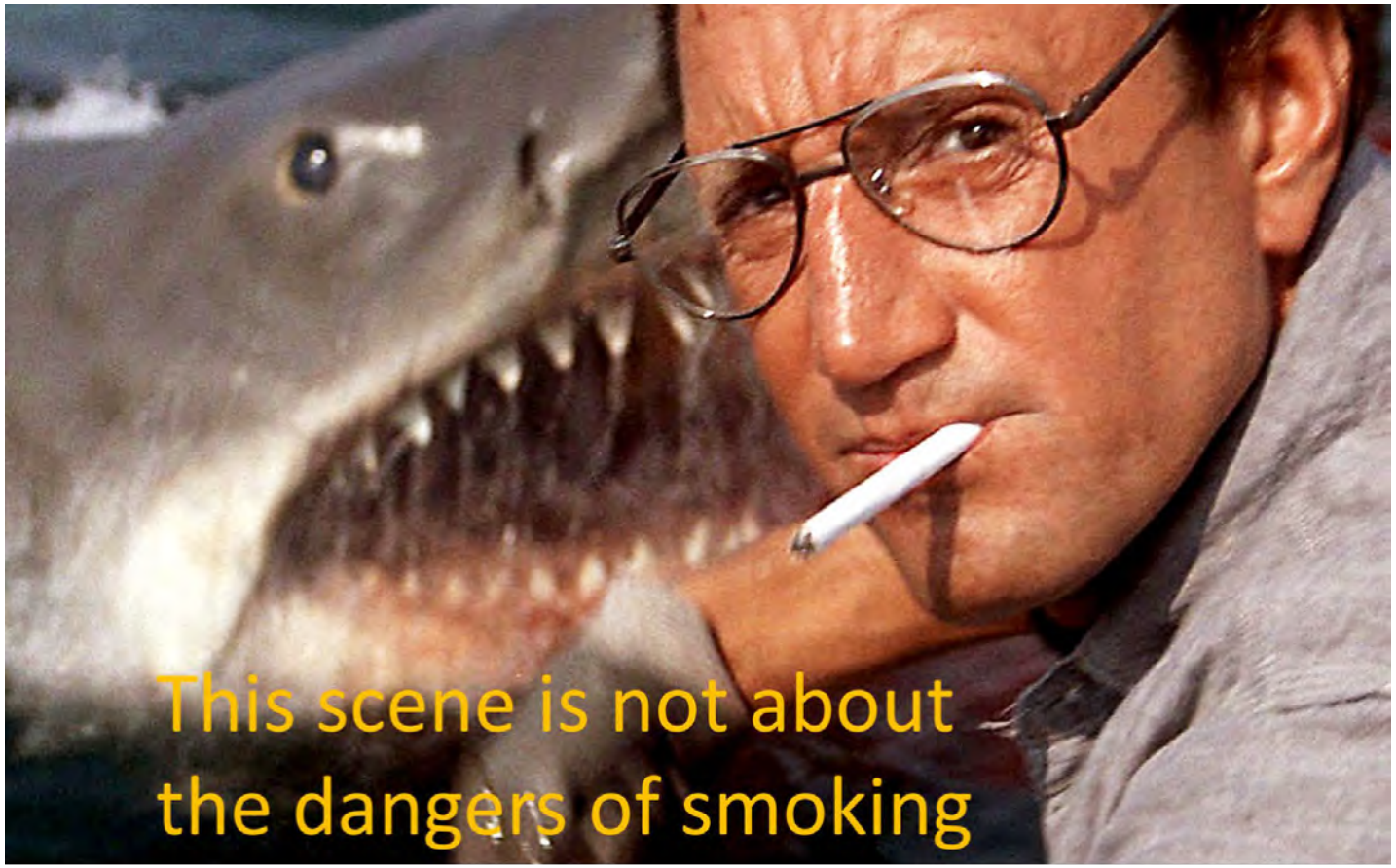
Biodiversity Hotspots. Conservation.org

Myers et al (2000)

Nature Conservancy of Canada and NatureServe Canada, 2020



Policy Focus



Source: Darer. A brief history of sharks in pop culture. Entertainment Weekly. 2015.

Concerns About Our Environment?

Deer Browse

Wildfire Risk

Area of B.C. burned by wildfires at a 56-year high. CBC. 2017.

Abandoned Boats

Our Environmental Concerns

It Can Happen Here

"On average 40% of wildfires in British Columbia are person-caused"

Source:

Wildfire Causes. BC Wildfire Service

The Elephant in the Room

"Deer populations will have to decrease greatly if Mayne Island's biodiversity is to recover and flourish"

"deer have over-browsed native vegetation and reduced the diversity and abundance of birds"

Kushneryk. Identifying Signs of Deer Overbrowsing. Mayne Island Conservancy. 23 September 2021.

Black-tailed deer. Salt Spring Islands Conservancy.

Recommendations

- Consider Public Input
- Use Fact-first Approach
- Rely Less on Advocacy Group Promotions
- Align with Federal Support for Ecoregions (vs BEC/CDF)[1]
- Due Diligence on Status of Environment Risk and Biodiversity
- Focus on 3 Major Problems

[1] Canada's Conservation Vision: A Report of the National Advisory Panel

Update: Extent of CDF 1 Dec 2021 Delegation

Question: Though the US does not use our BEC, is it true that virtually identical forest communities to the CDF extend through the Puget lowlands of Washington and into the Willamette valley of Oregon?

Answer: "Yes, it is true that ecosystems/ecological communities that we describe as the CDF Zone using the BEC system exist south of the Canadian boarder. This is the case for hundreds of species/ecosystems whose distribution does not have relevance to jurisdictional boarders, but rather geographical or ecological boundaries. The "CDF zone", just like many plant and animal species, exists throughout a distribution that is ecologically rather than politically relevant."

Private Correspondence, 31 January 2022

Ecosystems Biologist

Ministry of Forests, Lands, Natural Resource Operations & Rural Development

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I wish to address Islands Trust Council or _____Council Committee

at the meeting of March 8-10 (March Quarterly)

I REPRESENT Year of the Salish Sea
(Name of Organization if applicable)

AS Project Co-lead
(Capacity/Office)

NAME OF PRESENTER or Alternate Tasha Romeyn and Simran Sarai

ADDRESS [redacted] Vancouver, B.C. V5P 4L5

TELEPHONE NO.(s) [redacted] _____ E-MAIL [redacted] _____

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

Presenting to council the opportunity to declare a Year of the Salish Sea and amplify marine and coastal stewardship initiatives and increase publlic awareness and engagement

(If more space is required, please attach an additional page to this form.)

☑ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
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Date: 17 Feb 2022 Signed: _____
(Signature of Applicant)

About the Year of the Salish Sea

Background

The Year of the Salish Sea initiative emerged from the Simon Fraser University's Semester by the Salish Sea cohort in the fall of 2021. Semester in Dialogue is a 13-week long program hosted by SFU's Semester in Dialogue program in Downtown Vancouver. The Semester by the Salish Sea cohort was made of three instructors and twelve students, all passionate about learning what it means to live in reciprocity with the land and sea.

The cohort had the opportunity to connect with over fifty stakeholders and developed this project in response to the patterns seen across those conversations. The Year of the Salish Sea was developed in response to the systemic problems related to the management of the Salish Sea as well as the extreme weather patterns in British Columbia. For too long, First Nations' voices have not been heard nor have their stewardship efforts been recognized and adopted. Governance has been disconnected and fragmented. The public has very little knowledge on the issues of the Salish Sea. More recently, forest fires and mass floods have degraded keystone salmon species' spawning areas in which the low availability of BC Chinook salmon have directly contributed to the rapid decline of Southern Resident killer whales. The students of Semester in Dialogue recognized that immediate, collective action to mitigate future ecological destruction caused by climate change is crucial.

On November 30, 2021, the students of Semester in Dialogue hosted an interactive dialogue to explore the idea of officially proclaiming a 'Year of the Salish Sea' (YoSS) in the cities and communities that rely on the Salish Sea. The students invited a variety of stakeholders to attend the event and collaborate on ways to inspire collective action and systemic change for the Salish Sea. Attendees included representatives from the City of Vancouver, Tsleil-Waututh Nation, Georgia Straight Alliance, CPAWS, David Suzuki Foundation, 7 Leagues Leather and many more. Following the end of the program, a working group of students from the Semester by the Salish Sea cohort are continuing to advance this initiative to push for collective action, open policy windows for land and sea protection, and raise public awareness.

On January 25th, Vancouver City Councillor Michael Wiebe put forward a motion to proclaim June 8, 2022-June 7, 2023 the 'Year of the Salish Sea'. The motion is a direct result of Simon Fraser University's Fall 2021 Semester in Dialogue cohort project. On January 27, 2022 the motion passed unanimously, and the Year of the Salish Sea will officially be declared from June 8th, 2022, until June 7th, 2023 in the City of Vancouver. It is the aim of this initiative to extend this work and achieve recognition for the Year of the Salish Sea across a number of municipalities and organizations to prioritize the health and management of the Salish Sea.

Quotes

"Young people are our future and it's time that we listen to and work with them in implementing the systemic change they are asking for in order to ensure we have a healthy Salish Sea for future generations."
Ginger Gosnell-Myers, Co-Instructor, SFU Semester in Dialogue

"I'm honoured to be putting forward this motion on behalf of this amazing group of students from varied disciplines…this initiative is grounded in the understanding that centering Indigenous knowledge and stewardship is vital to improving the health of the Salish Sea and our relationship to it."
Vancouver City Councillor Michael Wiebe

"We are hoping that this will kickstart a movement across the region and inspire collective action that changes the way we interact and live with the Salish Sea."
Emma Kingsland, Semester in Dialogue Student

Contact and Social Media

yearofthesalishsea@gmail.com
www.yearofthesalishsea.ca
Twitter: @yearofsalishsea
IG: @yearofthesalishsea
TikTok: @yearofthesalishsea

Editable Year of the Salish Sea Motion

MOTION: Year of the Salish Sea

WHEREAS

1. The Salish Sea has been home to and stewarded by the Coast Salish Nations since time immemorial;

2. The Strait of Georgia, Strait of Juan de Fuca, and Puget Sound are collectively known as the Salish Sea; however, as of 2019, only 15%[1] of British Columbians could identify the waters of the Salish Sea; and

3. The Salish Sea is witnessing devastating biodiversity loss[2], namely the risk of extinction of over 100 species of birds, fish, invertebrates, mammals, and key species including Salmon and the Southern Resident Killer Whales; and

4. The Salish Sea and its human and nonhuman inhabitants are experiencing unprecedented effects of climate change, felt during the 2021 heat dome, flooding from atmospheric rivers, intensified king tides, prolonged forest fires, ocean acidification, and sea-level rise; and

5. In Canada, the Salish Sea and its watersheds are managed under multiple jurisdictions of government, including the Indigenous, federal, provincial, regional, and municipal with limited coordination; and

6. There is incredible work currently underway to support ocean conservation and ocean-related climate adaptation in the region, including Tsleil-Waututh Nation's Burrard Inlet Action Plan, the 5th International Marine Protected Areas Congress, and the Salish Sea Ecosystem Conference, among other initiatives; and

7. The Year of the Salish Sea would support collaborative local action between Salish Sea stakeholders, strengthen organizational programming for impact and awareness, educate the public, amplify existing work, and inspire action from individuals, organizations, and governments on the Salish Sea.

---

[1] Where On Earth Is the Salish Sea? — SeaDoc Society https://static1.squarespace.com/static/5b071ddea2772cebc1662831/t/5ce6d13c15fcc0884920909e/1558630744171/Salish+Sea+Survey+Final.pdf

[2] https://conbio.onlinelibrary.wiley.com/doi/10.1111/csp2.310

THEREFORE BE IT RESOLVED

A. THAT __[e.g. Council]_____ support the SFU Fall 2021 Semester in Dialogue cohort recommendation to proclaim June 8, 2022 to June 7, 2023 as the "Year of the Salish Sea", thereby joining other governing bodies, organisations, and community groups in a collective effort to improve the health and management of the Salish Sea; and

B. THAT __[e.g. Council]_____ direct staff to explore opportunities to collaborate with local organisations, networks, and individuals taking part in the Year of the Salish Sea to raise public awareness about the importance of a revitalized and healthy Salish Sea; and

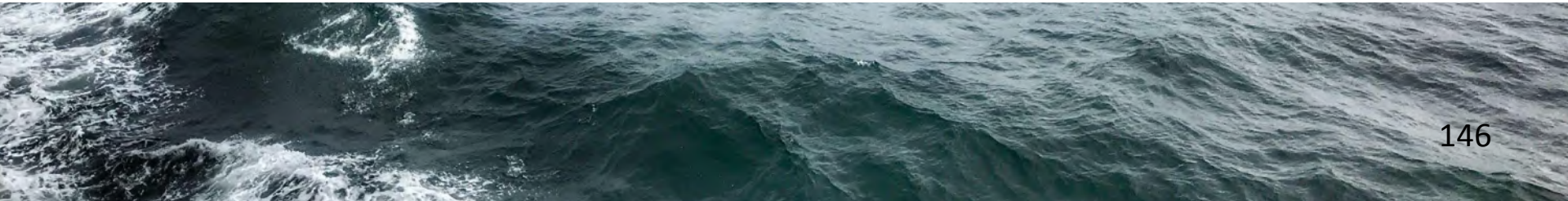
C. THAT __[e.g. Council]_____ direct staff to learn from the lived experiences and knowledge of the Indigenous Nations of the Salish Sea on how to improve the health and management of the Salish Sea for the benefit of future generations.

- https://www.seadocsociety.org/blog/where-earth-salish-sea
- https://cedar.wwu.edu/cgi/viewcontent.cgi?article=1000&context=salish_pubs
- https://conbio.onlinelibrary.wiley.com/doi/10.1111/csp2.310
- https://www.thestar.com/news/canada/2020/11/26/102-fraser-river-estuary-species-at-risk-of-extinction-researchers-warn.html
- https://static1.squarespace.com/static/5b071ddea2772cebc1662831/t/5b29e45af950b7e84b8df046/1529472091504/Salish-Sea-Species-of-Concern-2013-Dec-4-2013.pdf
- https://www.seadocsociety.org/blog/transboundary-trouble/
- https://twnsacredtrust.ca/burrard-inlet-action-plan/

Presented by:
Simran Sarai and Tasha Romeyn
Project Co-leads, Year of the Salish Sea
Former cohort members of Simon Fraser University's Semester in Dialogue

March 2022

Delegation to the Islands Trust Council



Presentation Outline: Year of the Salish Sea

1. What is the Year of the Salish Sea (YoSS)?

1. What can it achieve?

1. Why should the Islands Trust Council proclaim YoSS?

What is the Year of the Salish Sea (YoSS)?

Background

- Emerged out of the SFU Semester by the Salish Sea cohort in Fall 2021 program
- Created in response to the state of the Salish Sea, its ecosystems, extreme weather conditions, and fragmented ocean governance

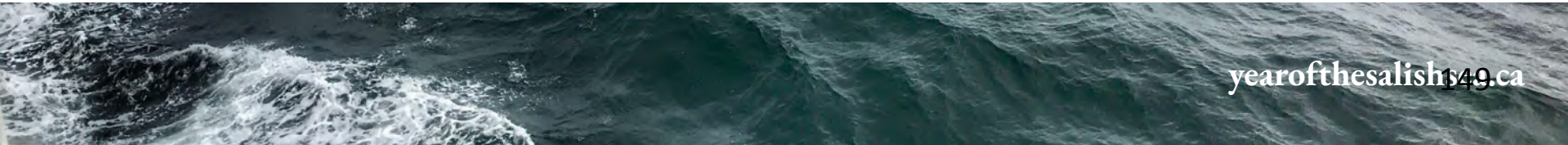
What can it achieve?

Year of the Salish Sea

- Official proclamation and recognition
- Public events and resources
- Opportunities for dialogue
- Amplification of stewardship and conservation efforts

Goals

1. Encourage collaboration and coordination between stakeholders
2. Foster public awareness and engagement
3. Open windows for ocean and climate policy development and change



Year of the Salish Sea Motion Passed by Vancouver City Council on 27 Jan 2022

THEREFORE BE IT RESOLVED

A. THAT Vancouver City Council support the SFU Fall 2021 Semester in Dialogue cohort recommendation to proclaim June 8, 2022 to June 7, 2023 as the "Year of the Salish Sea" in Vancouver, thereby acting as a catalyst for other governing bodies, organizations, and community groups to join a collective effort to improve the health and management of the Salish Sea.

B. THAT Vancouver City Council direct staff to educate the public on how ongoing City of Vancouver projects (such as sewer separation, climate adaptation, and other Green Rainwater Infrastructure projects) benefit the Salish Sea and its surrounding ecosystems.

C. THAT Vancouver City Council direct staff to explore opportunities to collaborate with local organizations, networks, and individuals taking part in the Year of the Salish Sea to raise public awareness about the importance of a revitalized and healthy Salish Sea.

D. THAT Vancouver City Council direct staff to learn from the lived experiences and knowledge of the Indigenous Nations of the Salish Sea on how to improve the health and management of the Salish Sea for the benefit of future generations.

Why should the Islands Trust Council proclaim YoSS?

Opportunity to:

- Support stewardship work of local First Nations
- Amplify the stewardship work of the Islands Trust Council
- Increase public awareness of the urgency behind protecting the unique ecosystem in their backyards
- Provide opportunities connect with Salish Sea stakeholders in the Metro Vancouver region

"Young people are our future and it's time that we listen to and work with them in implementing the systemic change they are asking for in order to ensure we have a healthy Salish Sea for future generations."

Ginger Gosnell-Myers
Co-Instructor, SFU Semester in Dialogue

Questions?

Social Media
Instagram: @yearofthesalishsea
Twitter: @yearofsalishsea
TikTok: @yearofthesalishsea

Learn More + Contact
yearofthesalishsea.ca
yearofthesalishsea@gmail.com

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I wish to address Islands Trust Council or _____N/A_____Council Committee

at the meeting of _____08Mar2022_____

I REPRESENT _____

(Name of Organization if applicable)

AS _____

(Capacity/Office)

NAME OF PRESENTER or Alternate Michael Sketch

ADDRESS [redacted] North Pender Island, B.C. V0N 2M1

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

The second iteration of Trust governance.
Correct trust area policy and implement federalism,
each consistent with the Act.

(If more space is required, please attach an additional page to this form.)

☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☐ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

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Date: 17 February, 2022 Signed: _____M. Sketch_____
(Signature of Applicant)

Delegation submission to Council from Michael Sketch for the Islands Trust quarterly meeting in Nanimo, B.C.; 7:00 to 9:00 P.M. session on Tuesday, 8 March, 2022

The second iteration of Trust governance. Correct trust area policy and implement federalism, each consistent with the Act

Councilors – A second iteration of trust area governance is overdue. Please give authority to your own Trust Programs Committee to i) rewrite the Trust Policy Statement bylaw ii) wherein the two level, hierarchical, federal governance established in the Act is implemented. Both corrections are needed to ensure that trust bodies and their staff are effective in carrying out the Object of the Trust.

Trust area policy

Council's bylaw 17 (the Trust Policy Statement, "TPS") dates from 1994 and while content has been amended several times, a structure remains in which trust area policies are delegated to the local trust areas for implementation.

It is incumbent on Council to correct deficiencies in both TPS content and structure, particularly where deficiencies can be seen to impair the direction of the Act. The Act requires that TPS policies carry out – that is implement – the preserve and protect Object of the Trust.

There is evidence that the delegation of trust area policies to each local trust area throws a spanner in the intention of the Act; that those policies are effective on local trust area ground in every action of advice givers and decision makers. On North Pender I asked the LTC chair to implement missing trust area policies in a current land use bylaw review. Senior staff replied that the local bylaws are correct, because they have been approved by Trust Executive. At Trust Council, I asked the Chair as to responsibility for implementation of trust area policies. The Chair replied that responsibility lies with the Local Trust Committee. Both statements, taken in isolation, are correct. Council will understand the potential for sidestepping trust area policies. Trust area policies can be relied on in staff advice, but need not be.

Further, the TPS and Council's corresponding implementation policy 1.3.1 leaves the public with the impression that the relevance of trust area policies is that local area bylaws not be contrary to or at variance with trust area policies. But that is only part of Section 15 of the Act. The more important part of Section 15, coupled with Section 4 of the Act, makes clear that in the Council, Executive Committee and each LTC are continued for the purpose of implementing trust area policies – and thereby the Object of the Trust. That is, in all day to day actions of staff and LTC.

It's easy to lose sight of i) statute and ii) preserve and protect tenets in the forest of current weight of TPS history, advocacy and good intentions, none of which are indicated in Section 15 of the Act. Current draft TPS bylaw 183 needs a rewrite.

But how will the rewrite be done? Current draft TPS bylaw 183 was mooted in the last trustee term. At the Council meeting on Saturna early this term, Council agreed that an expanded Trust Programs Committee would take charge. The public assumed the committee of councilors would critique last term's mandate to amend the introductory sections of bylaw 17 alone. That the very capable committee members would refer to the Act first and decide on TPS revision.

From the public perspective, staff took charge early and eighteen months later the committee and the public saw draft bylaw 183. Not only is this a draft TPS with structural deficiency and superfluous content, but where are "Climate Change" and "First Nations Reconciliation" policies, said to be a rationale for TPS amendment?

But will Council meaningful deliberate a rewrite at all? A second public consultation process is to commence soon, apparently based on draft Council's draft TPS bylaw 183 alone. It is said that consultation will inform the public of draft TPS bylaw 183, then seek public response. Apparently, town hall sessions will be dissuaded.

From the public perspective, correction of TPS structure and content faces a logjam.

The Act is unambiguous. Effective trust area policies are Council's responsibility.

Where has Council gone wrong? History can help.

The requirement for a Council TPS bylaw was introduced in 1989 legislation. The Act had established the Islands Trust as a federation and in the late 1970s and 1980s, Council recognized the need for trust area 'federal' policies.

A former trustee recalls that the early trust area policy was developed by deliberation at the Council table.

There's the difference: *trust area policy was developed by deliberation at the Council table*.

Why doesn't the Trust Programmes Committee advance a rewrite TPS bylaw? When published, I think the minutes of the 11Feb2022 meeting will give insight as to why they haven't. Council must ask their own committee to draft a rewrite.

Correcting the structure of TPS bylaw 17 begins with the wording of "directive" policies.

The policy component of each directive policies of the current (Council bylaw 17) and draft (proposed bylaw 183) TPS bylaws is preceded by a procedural component. As follows:

"Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address .... (the policy component)".

In other words, implementation of the policy instruction of Council's directive policies are delegated to the local trust area by the procedural preamble of each directive policy.

Deleting the procedural component leaves the policy component alone. As a trust area policy statement should read.

I have submitted a draft policy statement bylaw to Council which is consistent with the Act.

Federal Governance

The failure of the trust to implement a two level, hierarchical federal governance has set aside the check and balance oversight of the local planning service. Too often, governance failure is manifest in failure of trust area policies to preserve and protect. In one case, the loss of agricultural capability for prime agricultural soil; in another a red listed species and its habitat were lost. Neither loss was necessary and neither should be forgiven.

Council must give direction to properly implement a federal governance administration; ideally in conjunction with the Trust Program Committee's TPS rewrite.

Immediately, on 10Mar2022, Council will be asked to approve work of the Regional Planning Committee - a revised policy for the Local Planning Service (LPS), as prepared by the director of the LPS. But policy for the operation of the LPS should be given at arms length by the federal oversight administration of Trust Area Services.

Should a fox write the rules for access, or not, to hen houses in fox territory? Of course not. The farmer will set rules to preserve and protect the hens.

Thank you for considering my submission to Council.

Michael Sketch
North Pender Island
[redacted]

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

Overview

You may address Council (or a Council Committee) formally by: (a) presenting a petition or making a presentation as a delegation; or informally, by participating in (b) public comment sessions or (c) by correspondence. All correspondence, formal delegation presentations and petitions are treated as a public record.

Submissions

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I wish to address Islands Trust Council or _____Council Committee

at the meeting of March 8, 2022

I REPRESENT Friends of the Gulf Islands
(Name of Organization if applicable)

AS trust area resident
(Capacity/Office)

NAME OF PRESENTER or Alternate Jennifer Margison

ADDRESS [redacted]

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

Concerns about implementation of TPS Directives, specifically 4.2.2 Freshwater Resc

(If more space is required, please attach an additional page to this form.)

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Date: February 17 2022 Signed: _____
(Signature of Applicant)

<u>Delegation To March 2022 Trust Council Meeting</u>
Submitted by "Friends of the Gulf Islands"

My presentation to you today is on behalf of many Gulf Island residents who came together recently as "Friends of the Gulf Islands" as signatories of a petition presented to you at the December Trust Council meeting. That petition requested that the Trust Policy Statement make protection of the natural environment and preservation of the rural character of the islands the top priority. it also requested that no further rezoning be allowed in areas where overall ecosystem health is threatened, or where the quantity or quality of freshwater supplies for already-approved development may be adversely affected. I want to speak to you specifically about freshwater protection today.

It has been stated by William Shulba, the Trust's Freshwater Specialist that freshwater is the most precious resource of the Trust area. The fact that a hydrogeologist is the Trust's only environmental expert on staff also emphasizes the importance of this natural resource.

However, it is the concern of some Trust area residents who have followed their LTCs' land use deliberations and decision-making, that current Trust Policy Statement directives 4.4.2 and 4.4.3 "Freshwater Resources" do not in reality serve to "protect and preserve" our freshwater resources. Further, our concern is that the proposed revision to the Trust Policy Statement as represented in Draft Bylaw 183, specifically through directives 4.2 "Freshwater Stewardship Policies" will also not serve to "protect and preserve" our freshwater resources.

in the current Trust Policy Statement, Directive 4.4.2 Freshwater Resources states:

Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure:

• neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater,
• water quality is maintained, and
• existing, anticipated and seasonal demands for water are considered and allowed for.

The public believes that these directives ensure that;
1. there is the quantity and quality of freshwater necessary to sustain the proposed scale of a development before an LTC, and
2. that neighbouring wells will not be disadvantaged.

Yet, we consistently observe that, when the Trust Policy Statement Directive Checklist is presented in a Staff Report, staff advise that the bylaws being considered "are not contrary to or at variance with the Islands Trust Policy Statement" Freshwater

Resources Directives and the LTCs accept the staff recommendations and approve the bylaws.

In several examples I will cite, there appears to be no evidence in either the Staff Reports or in LTC deliberations, or even in the commercial water licence approvals by FLNRO, that **already occurring problems with freshwater**; **anticipated demands,** namely already zoned-for build-out of the adjacent neighbourhoods or **seasonal demands** were or will be taken into consideration.

On **Galiano,** in the case of a high-density housing rezoning before the LTC (GL-RZ-2019.1 GIGARHS), many letters were submitted to the LTC and to FLNRO on already occurring water problems of nearby wells. The strata adjacent to the land for this proposed 48-person multi-unit development is only 33% built-out and the surrounding neighbourhood is less than 50% built-out. All are reliant on an aquifer rated as "low productivity".

On **Salt Spring Island,** Bylaw 461 was passed allowing full time occupancy of suites on over 1500 properties, many in an area where water shortages were projected and later confirmed. Later, Bylaw 512 was passed, rezoning 411 properties to allow full time occupancy of cottages, many in the north of the island where many homes already had inadequate groundwater. In neither case were current water shortages, climate change effects or anticipated demand considered in selecting the areas for increased density.

On **Gabriola**, (GB-RZ-2020.1 Gabriola Housing Society), in a rezoning for a multi-dwelling complex for 70 people, there is no evidence that in the same area, the water demands of an approved 27 lot subdivision were considered, in an area of high density near the school, three malls, two seniors housing complexes, two medical/dental clinics and a neighbourhood of approximately 150 wells.

And there appears to be no evidence that **seasonal demands** from longer drought periods due to climate change and increases in water volume usage that occur at the most water-stressed time of year due to part-time residents, visitors and garden irrigation were or will be taken into consideration in LTC Land use decision making. We know our groundwater in the Trust area comes solely from precipitation. We also know that precipitation for 8 of the 12 months in 2021 was well below normal. This should give us pause.

The Trust Policy Statement requires that "local trust committees and island municipalities shall, in their official community plans and regulatory bylaws address measures that ensure" these directives are observed. Cumulative environmental effects of development must be assessed. Indeed, that is surely the heart of the Islands Trust Act and Object.

Instead, the Trust Policy Directives Checklist, when presented to our LTCs, appears to be a meaningless document, simply words on paper, not offering any accurate assessment of risks to freshwater resources where there is valuable local knowledge of

water problems, where it is not evident that anticipated and seasonal demands have been allowed for and where a precautionary approach and a check on development should be recommended. The communities who are concerned about the environmental impact of developments are being misled and misinformed.

Our requests are as follows:

1. When it comes to applications for commercial water licences, we request that Staff ask FLNRO to specifically assess the cumulative effect of those licences, providing clear evidence that any already occurring water problems have been investigated and build-out is taken into account.

2. We request that the Trust Council give the issue of Freshwater Resources their most serious consideration and rectify what appears to be a major implementation flaw in the Trust Policy Statement, addressing the most basic but critical question - will there be sufficient water for all, now and in the future?

Presented by Jennifer Margison
[redacted]

for Friends of the Gulf Islands representatives:

Jacinthe Eastick, Gabriola Island, [redacted]

Ali Svendsen, Gabriola Island, [redacted]

Maxine Leichter, Salt Spring Island, [redacted]

Carmita Menyhart, Galiano Island, [redacted]

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I wish to address Islands Trust Council or_____Council Committee

at the meeting of March 8th 2022

I REPRESENT _____

(Name of Organization if applicable)

AS _____

(Capacity/Office)

NAME OF PRESENTER or Alternate Mairead Boland

ADDRESS [redacted] Saturna Island

TELEPHONE NO.(s) _____ E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

A review of the Groundwater studies and the Freshwater strategy.

(If more space is required, please attach an additional page to this form.)

☑ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☑ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

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Date: 17th Feb 2022 Signed: Mairead Boland Digitally signed by Mairead Boland Date: 2022.02.17 02:47:15 -08'00'

(Signature of Applicant)

Water in the Trust Area

A consideration of Groundwater Sustainability Strategy and Ground Water reports commissioned by the Islands Trust

Feb 2022

Presented by Mairead Boland.

Authors Margie Gang, David Paton, Mairead Boland

Water in the Trust areas - issues raised here.

- This is an example of scientific studies and strategies creating an unnecessary expense and tax burden.
- The scale of the studies is inappropriate given the mature state of development (of lots) in the islands
- Costs for implementation of any recommendations - including regulations- are unaccounted for.
- Current Land Use Bylaws and Zoning take account of watershed protection.
- Specific issues with Saturna water usage estimates will be highlighted.

Water

Southern Gulf Islands Groundwater Sustainability Strategy Master Project Charter Date: 04 July 2019

- Period covered : June 2019 to Jan 2020
- Planned Budget: $52,000
- Planned Staff Hours: 840 (excludes hours for Groundwater Authorizations Harmonization)
  - **What is the cost of the staff hours allocated to the project?**
  - **What is the total spend to date in budget and in staff hours?**
- **This project charter ended in Jan 2020 – what has happened since?**

Water
Recent reports

- In Jan 2022 Islands Trust catalogued 3 Groundwater reports commissioned from GW Solutions in 2019.

  Islands Trust Area Groundwater Recharge Potential Mapping

  Islands Trust Area Aquifer Conceptualization Models

  Southern Gulf Islands Groundwater Availability Assessment Report

- These GW reports are part of a suite of studies and reports – more are to follow.
- In parallel, a separate strategy document on freshwater sustainability was outsourced to an external consultancy "Econics Consulting" early 2021

  Freshwater Sustainability Strategy (draft presented Dec 2021)

Water

Econics - *Freshwater Sustainability Strategy (draft presented Dec 2021)*

- Strategy outlined a 10 year program of activities with a cost table pointing to $560,000 to $1,200,000
- The range of activities and partners is breathtaking
- The lack of specificity around some of the activities is breathtaking
- **Why is the IT duplicating the work and responsibility of more senior levels of government?**

Range	Low	High	
$$	10000	50000	
$$$	50000	100000	
S$$	50000	100000	
$$$	50000	100000	
$$$	50000	100000	
$	5000	10000	
$$$$	100000	150000	*
$$	10000	50000	
$	5000	10000	
$	5000	10000	
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$	5000	10000	
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$$	10000	50000	
$$	10000	50000	
$	5000	10000	
$	5000	10000	
$	5000	10000	
$	5000	10000	
$ COST	0.56 Million	1.2 Million	

Water

Activities classed as “Continuing” - 12 of 23

Code	Action (Abbreviated Description)	Statu	Delivery Partners	Budget
GWSS 3	Continue groundwater data and information inventory	C	ENV, FLNR, RD, WSP	$$$
GWSS 4	Continue groundwater recharge potential mapping	C	ENV, FLNR, RD	$$$
GWSS 5	Continue groundwater availability assessments	C	ENV, FLNR, RD	$$$
GWSS 7	Integrate water availability and vulnerability information	C	ENV, FLNR, FN	$$$$
GWSS 8	Implement appropriate planning and regulatory tools	C	FN	$$
WSS 1	Inventory and understand watersheds and ecosystems	C	ENV, FLNR, RD, SG	$$$$
WSS 2	Explore the potential of rainwater harvesting	C	ENV, HLTH, HA, RD	$$
CKE 1	Sites of cultural and spiritual significance to First Nations	C	FN, IO	$
CKE 2	First Nations cultural values, interests, and inherent rights	C	FN, IO	$
CAOA 1	Collaborate with First Nations and Indigenous Organizations	C	FN, IO	$
CAOA 2	Work with the Province to employ regulatory instruments	C	ENV, FLNR	$
CAOA 3	Harmonize approvals and integrate goals and objectives	C	ENV, FLNR, RD, FN	$

Water
Groundwater Regulation

- It appears that the goal of these studies and activities is to underpin groundwater regulation in the Trust Area. (STRATEGIC PLAN 2018-2022)

  - *2.6. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.*

  Budget of $ 55,000 (2019 – 2022)

- **What is the status of this proposed regulation?**
- **What does this $55,000 represent – external consultancy costs or staff hours?**
- **How can such a regulation align with Provincial and other Regulations?**

Water
GW Reports – July and Oct 2021

1. ***Islands Trust Area Aquifer Conceptualization Models*** describes the creation of three dimensional (3D) geological models of the geology, groundwater and structured well data for the Islands.

2. ***Islands Trust Area Groundwater Recharge Potential Mapping*:** assesses the variability of groundwater recharge potential across the chosen islands and the delineated groundwater regions.

3. ***Islands Trust Area Groundwater Availability Assessment:*** determines the percentage of groundwater used relative to aquifer recharge for the groundwater regions – covering Galiano, Mayne, Pender, Saturna.

The assumptions and data in this report, in relation to Saturna, are assessed.

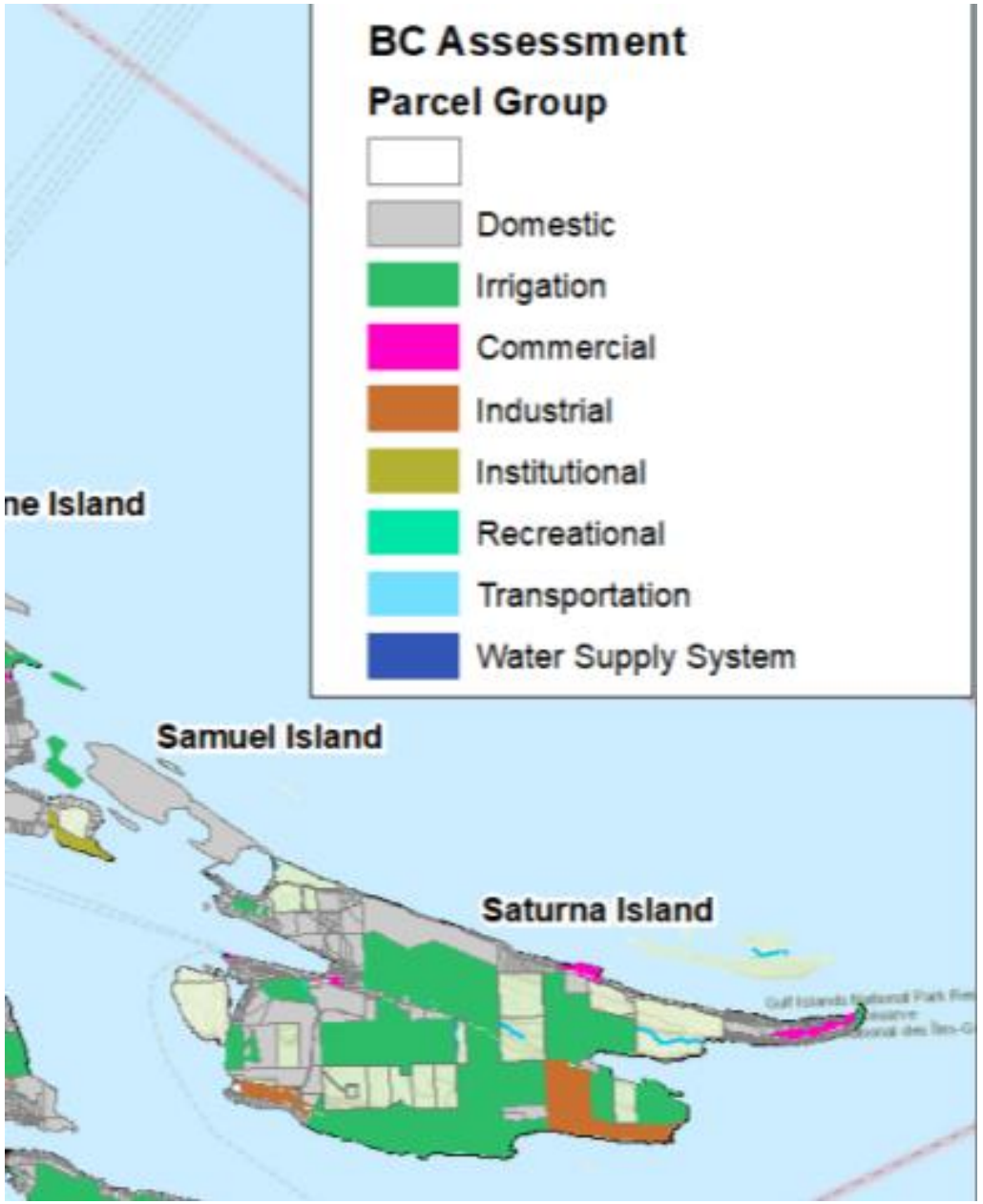
NOTE we believe and appreciate that the study was of necessity "desk top" - without site visits. As the report admits, the assumptions lean towards <u>pessimism.</u>

Water

Saturna Groundwater Availability Assessment – questions raised

- Water use estimate uses property tax zoning. There are errors in land use that inflate estimates of water abstraction.
- Water use assumptions are in line with a metro area – e.g. irrigated city parks, larger family domestic consumption with waste water flowing to a treatment plant rather than returning to groundwater via septic.
- The 625 l/d residential figure seems high – (by example we use around 200 l/d and all that water returns to GW.) **Did the report considered septic return in its water balance?**
- Saturna's East Point – the core of the peninsula is 100 acres and zoned for 3 residential lots and has none – it's mostly a swamp – the report has it marked as Commercial with a corresponding level of water consumption.

Saturna – Parcel Groups and Water Use designation.



Water

Saturna Groundwater Availability Assessment – questions raised

The method used assumes 50% of Park land is irrigated – this is not so on our islands.

- Gulf Island National Park Reserve (GINPR) is 45% of Saturna and is forested; the above assumption will result in a very pessimistic calculation of water use. (Parks Canada campsite has no potable water and certainly does not engage in irrigation).
- There are several other local parks with a similar profile – there is no water and no irrigation.
- A large private managed forest on the south side of the island is considered industrial.

Water

Saturna Groundwater Availability Assessment – questions raised

- Many lots on Saturna may have a well but use rainwater for domestic supply (particularly in areas with poorer recharge). This distorts the view of the criticality of those regions. Most use captured rainwater for gardening.
- Many residences on Saturna are seasonal or weekends only. If not accurately quantified this could result in significant over-estimation of consumption. (Seasonality of agriculture and commercial use is considered).
- At East Point, 21820 litres (4800 gallons) of rainwater storage capacity is mandated for new developments or additions. Saturna Land Use Bylaw 119.

Water

Saturna Groundwater Availability Assessment – questions raised

- Despite very pessimistic over-estimates of water usage, 4 of 5 regions on Saturna fall into the category of **least concern** (< 5% use of the recharge)
- Region Boot Cove/Old Point Farm (3.5%) - **least** in a **normal** year and (7.5%) - **medium** in a **dry** year.
- From a knowledge of the area this conclusion is hard to reconcile.
  - E side of Boot Cove is on a lake fed community water system. Lyall Harbour is on the same water system and is **least concern** – there is no logic for them being different.
  - W side of Boot Cove is part of Old Point Farm which has a 3 wells community water system for 20 houses on a land area of 270 acres – intuitively it would be one of Saturna's least stressed areas.

Table – SGI - % of recharge used.

Of 45 SGI regions :

- In a normal year 39 regions are classed as **least concern**.
- In a normal year 6 are classed **medium** , 1 is **high** **(**11.5%)
- In a dry year a further 15 are **medium** and 5 are **high**. Only 1 is above 20%.
- **What is the justification for 5% and 10% threshholds for medium and high risk ?**

(normal data (1981-201?) and the driest scenario (1985))

Island	Groundwater Region ID	Groundwater Region Name	% of Use from Recharge-Normal	% of Use from Recharge-Driest
Galiano Island	GAL01	North Galiano_Spanish Hills	3.4%	6.7%
	GAL05	West Galiano	3.6%	7.0%
	GAL13	Finlay Lake	4.7%	9.0%
	GAL14	Montague Harbour	5.0%	9.8%
	GAL16	Sutil Mountain	3.5%	6.9%
	GAL19	South Galiano	9.1%	17.7%
	GAL20	Cain Peninsula	11.5%	22.4%
	GAL21	Murchison- Whaler Bay	4.1%	8.1%
Mayne Island	MAY01	Georgina Pt_HallHill_North	8.5%	16.5%
	MAY02	Center1_East	3.4%	6.9%
	MAY03	Center1_West	2.8%	5.4%
	MAY04	Center2_East	2.8%	5.6%
	MAY05	Center2_West	8.1%	16.2%
	MAY06	Navy Channel_Westside	2.6%	5.0%
North Pender Island	NP01	North Pender I	2.7%	5.4%
	NP02	North Pender II	3.0%	6.1%
	NP03	North Pender III	8.5%	17.1%
	NP04	North Pender IV	5.7%	11.7%
	NP07	North Pender VII	3.1%	6.4%
	NP08	North Pender VIII	2.7%	5.3%
South Pender Island	SP04	South Pender IV	2.7%	5.5%
Saturna	SAT01	Boot Cove	3.8%	7.5%

Conclusions 1

- Even from this (**pessimistic)** report there appears little justification for this extensive program
- The scale of the Water Strategy Program of activities, the costs to date (in external and internal resources), and those planned should be carefully examined.
- The cost to the people in these islands will be immense.

Conclusions 2

- SGI water usage data, in the report "Islands Trust Area Groundwater Availability Assessment", is described by the authors as pessimistic.
- Despite this there are few areas flagged as medium or high concern.
- Usage estimates on Saturna (assessed against local knowledge) is questionable.
- Water use estimates **must** be refined for each island.
- **What is the acreage of the groundwater regions classed as medium or high concern ?**
- **What is the status of zoning and development in those regions?**
- **What watershed protection controls already exist ? (witness East Point)**

Thank You

Print Date: February 18, 2022

Top Priorities Report

Executive Committee

1. *Islands Trust Act Amendments*	Responsible	Dates
Investigate possibility of amendments to the Islands Trust Act to broaden the Islands Trusts ability to serve its communities and to strengthen its mandate to preserve and protect. (Strategic Plan 5.1)	Russ Hotsenpiller	Rec'd: 26-Oct-2016

2. *Update Islands Trust Policy Statement*	Responsible	Dates
With involvement from Trust Programs Committee as appropriate, co-ordinate a review of the Policy Statement including a First Nations and public engagement process. Project charter approved February 26, 2020. (Strategic Plan 3.1, 4.4 , 5.6, 5.7)	Clare Frater	Target: 15-Sep-2022

3. *Climate Change Emergency*	Responsible	Dates
Matters pertaining to Islands Trust mitigation and adaptation to climate change impacts. (Strategic Plan 3.1)	Russ Hotsenpiller	Rec'd: 05-Jun-2019

4. *Business Response to COVID-19*	Responsible	Dates
Draft and implement safety plan, consider public messaging as needed.	Russ Hotsenpiller	Rec'd: 15-Apr-2020

Top Priorities Report

Executive Committee

5. *First Nations Reconciliation*	Responsible	Dates
Implementation of the Reconciliation Action Plan. (Strategic Plan Items 4.5 & 4.6)	Russ Hotsenpiller	Rec'd: 02-Sep-2020

5. *Preserve and protect marine ecosystems*	Responsible	Dates
Continue advocacy re: Freighter Anchorages, Trust Council added freighter anchorages to the list of Executive Committee list of top priorities. (Strat Plan Item 2.1)	Clare Frater	Rec'd: 11-Mar-2021

Print Date: February 18, 2022

Projects Report

Executive Committee

1. *Development of an Islands Trust Communications Strategy*	Responsible	Date Received
Including development of a new website. (Strategic Plan Item 4.2)	Clare Frater	30-Aug-2017

2. *Marine Advocacy*	Responsible	Date Received
Associated with i.) impact of commercial activities on Southern Resident Killer Whales SRKW (Strat Plan Item 2.1), ii.) oil spills and iii.) anchorages.	Clare Frater	02-Sep-2020

3. *Broadcast Public Meetings*	Responsible	Date Received
Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council. (Strategic Plan Item 4.1)	Clare Frater Julia Mobbs Russ Hotsenpiller	02-Sep-2020

4. *Improve Communications about the Islands Trust*	Responsible	Date Received
Related to Strategic Plan Items 4.1 & 4.2	Clare Frater	30-Aug-2017

5. *NAPTEP regulation changes to increase the percentage of tax exemption*	Responsible	Date Received
Strategic Plan Item 1.3	Clare Frater Kate Emmings	02-Sep-2020

Projects Report

Executive Committee

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

7. *Strengthen relations with First Nations*	Responsible	Date Received
MMIWG Calls for Justice Resolutions (Strategic Plan Item 4.6) 1. All staff required to take training related to cultural safety in keeping with the Missing and Murdered Indigenous Women and Girls Calls for Justice. 2. That staff plan education on the Missing and Murdered Indigenous Women and Girls Calls for Justice for trustees and senior staff. 4. Staff to include information about the Missing and Murdered Indigenous Women and Girls Calls for Justice and cultural safety in staff and trustee orientation materials. 5. Draft amendments to the Communications Policy and the Advocacy Policy to address the Missing and Murdered Indigenous Women and Girls Calls for Justice.		21-Oct-2020

8. *Strengthen relations with First Nations*	Responsible	Date Received
Develop a policy regarding referral responses where there is a known archeological site. (Strategic Plan Item 4.7)		26-May-2021

Projects Report

Executive Committee

9. *Governance*	Responsible	Date Received
Related to Section 5 of the Strategic Plan The possibility of utilizing Section 8(2)(e) of the Islands Trust Act. Responsibilities of trust council: 8(2)For the purpose of carrying out the object of the trust, the trust council may (e) make recommendations to the Lieutenant Governor in Council respecting the determination, implementation and carrying out of policies for the preservation and protection of the trust area and its unique amenities and environment -		21-Jul-2021

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

1. LAND STEWARDSHIP

Preserve, protect and advocate for forest and terrestrial ecosystems

Strategy	Responsibility	Funding	Comment	Implementation
1.1. Map contiguous tracks of the Coastal Douglas fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems.	Regional Planning Committee	2019/20 - $15,300	Completed.	complete
1.2. Create a model development permit for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas fir zones throughout the Trust Area.	Regional Planning committee		Work will not be completed this term. RPC is watching work being undertaken by SSI on CDF protection, and that work could lead to model bylaws in the future.	Not started
1.3. Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation in the Islands Trust Area.	Executive		Ministry officials have referred the Islands Trust to the Ministry of Finance for further information. A tax shift analysis is required for a business case to the Province of BC regarding Trust Council's desire that legislation be amended to increase the NAPTEP exemption. To date, staff have not engaged in this work due to other priorities. Staff proposed that the Executive Committee request $5,000 in 2022/23 for this work but the Executive Committee opted to not request any funding.	Not started
1.4. Create forestry initiatives including establishment of development permit areas, tree cutting authority advocacy, enforcement of development permits related to forestry and advocacy associated with the *Private Managed Forest Land Act.*	Executive		Added March 2021 by amendment of Trust Council. Trust Council session on potential tree-cutting powers added to September 2021 scheduled. Advocacy has happened re PMFL Act changes.	In progress

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

2. MARINE AND FRESHWATER STEWARDSHIP

To preserve and protect marine ecosystems

Strategy	Responsibility	Funding	Comment	Implementation
2.1. Advocate to minimize the impact of commercial activities on the marine environment and participate in Canada""s Southern Resident Killer Whale (SRKW) recovery plan.	Trust Area Services		Saturna LTC has requested advocacy letter. Staff awaiting draft letter from Trustee Middleton. No progress since June Trust Council 2020 meeting but staff have done some related Facebook posts.	In progress
2.2. Map the extent of eelgrass and kelp beds throughout the Trust Area.	Regional Planning Committee	2020/21 - $50,000	Contract awarded to Moran Coastal and Ocean Resources. Level 1 (aerial and orthophoto interpretation. New imagery flow as part of contract may be used for other shoreline work. Level 1 mapping to be completed by December 2021. Level 2 will be by need and future funding. Islands Trust has has also contracted Moran Coastal and Ocean Resources to map Bull Kelp beds in the Islands Trust Area using aerial imagery obtained through the Eelgrass Mapping contract. The contract is being managed by the Islands Trust Conservancy as it meets work plan objectives under the Regional Conservation Plan. Work will be completed by March 2022 at a cost of $4,947.99, paid from approved Islands Trust Conservancy mapping budget.	Cancelled for FY2020/21 Additional Islands Trust Conservancy budget ($4,947.99) allocated for 2021/22 for Kelp Mapping.
2.3. Undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore.	Regional Planning Committee	2020/21 - $10,000	Completed.	In Progress

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

2. MARINE AND FRESHWATER STEWARDSHIP

Protect quality and quantity of fresh water resources of the Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
2.4. Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision-making, and accounts for the impacts of climate change on island water resources.	Regional Planning Committee	2020/21 - $20,000 (TC), $30,000 (Grant) = total $50,000	Final Strategy presented to Trust Council in December 2021 - with RPC for work as directed by Trust Council to develop policy on implementation.	In Progress
2.5. Map and develop water budgets for groundwater aquifers in the Trust Area.	Regional Planning Committee	$50,000	Work underway on Hornby, Denman and Gabriola, and updating Salt Spring with new methodology. Completion expected by March 31, 2022. $50,000 from Trust Council for this project. Regional Planning Committee has requested $50,000 for FY2022/23 to undertake mapping on Lasqueti, Bowen, Keats and Gambier islands.	In progress
2.6. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.	Regional Planning Committee		Delayed waiting outcome of groundwater mapping projects.	Not started

Policy Statement Goal B: 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'

3. CLIMATE CHANGE

Mitigate and adapt to climate change impacts

Strategy	Responsibility	Funding	Comment	Implementation
3.1. Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies.	Trust Programs Committee/Executive Committee/TC	See item 5.6	Policy Statement Amendment Project is underway. TPC working groups have concluded their work. The Islands Trust released a "What we heard" public engagement report in July 2020 and Trust Council received the Policy Directions survey results in 2021. There was a virtual open house for the project in March 2021 and Trust Council held a discussion related to the project in March 2021, informed by a discussion paper. Trust Council chose note not to proceed with first reading in July 2021 pending more public engagement. In September 2021, Trust Council approved the Islands 2050 Phase 3 Public Engagement Project Charter scenario 3 and approve a budget of an additional $82,000. Staff prepared a request for proposals, administered a procurement process and executed a contract with ISL engineering which is preparing for Phase 3 engagement late-February to mid-April. First Nations engagement continues through into Phase 2 of early and meaningful engagement with capacity funding.	In progress
3.2. Amend Official Community Plans and land use bylaws to foster climate change resilience, including measures to protect Coastal Douglas fir, foreshore and nearshore environments and groundwater.	Local Planning Services		Awaiting model bylaw from RPC- item 2 above. This is not budgeted for FY2020/21. No budget requested for FY 2022/23. This item not expected to be completed this term.	Not started

Policy Statement Goal B: 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'

3. CLIMATE CHANGE

Mitigate and adapt to climate change impacts

Strategy	Responsibility	Funding	Comment	Implementation
3.3 Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts.	Trust Programs Committee	2020/21 - $5,000; 2021/22 - $25,000	Trust Programs Committee received a contracted report about climate indicators at the August 2020 meeting which it forwarded to Trust Council. TPC hoped to undertake climate indicator work in 2021/22 with My Sea to Sky Society, BCIT and other partners but this work has not progressed due a lack of partner grant funding.	Delayed

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Improve community engagement and participation in Islands Trust work

Strategy	Responsibility	Funding	Comment	Implementation
4.1. Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council.	Executive Admin-IT	2020/21 - $19,000	**Technology**: Understanding of tech requirements to broadcast meetings (ie: livestream outwards in real time) and provide remote meeting attendance is complete. Technology to support this undertaking is in use. Hybrid meetings are now being trialed. **Legislative**: Provisions of the *Freedom of Information and Protection of Privacy Act* (re: collection, storage and disclosure of personal information) and defamation law apply to broadcasting (streaming) meetings. One recommended practice, regardless of whether a meeting is conducted in person, or electronically, is that Islands Trust bodies notify the public that a meeting will be recorded and the recording posted online. Notification is now being provided to the public through Chairs opening remarks and meeting notices that LTC meetings are being recorded and the recording posted online.	In progress
4.2. Develop a new website and initiate a social media program.	Trust Area Services	2019/20 - $69,512 2020/21 - $45,000, 2021/22 - $7,000	New website was soft launched at end of April 2021 with ongoing work to refine the site and develop maintenance processes and checklists. Facebook and Twitter are being updated as time permits.	In progress

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Improve community engagement and participation in Islands Trust work

Strategy	Responsibility	Funding	Comment	Implementation
4.3. Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.	Trust Programs Committee	2020/21 - $15,000; 2021/22 - $24,000	In 2020, Trust Programs Committee delivered a water conservation webinar, an eelgrass webinar and an ecosystem adaptation webinar. TPC is in the final stages of developing a "Living in the Islands Trust Area" mailing for for people new to the region with the first mailing expected in March 2021. In February 2021, TPC delivered a groundwater licencing webinar and launched the 2022 Community Stewardship Awards program.	In progress

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
4.4 Implement the following high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council.	Trust Area Services/Local Planning Committee		See following	See following
4.4. i. Review the Islands Trust Policy Statement and give consideration to: a) giving affordable housing a greater profile for its role in sustainable communities b) including a reference to affordable housing in its policy direction to LTCs and municipalities.	Trust Area Services		As described above the Policy Statement Amendment Project is underway. Engagement with First Nations continues.	In progress

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
4.4. ii. Review the Islands Trust Policy statement to ensure that it: a) includes clear and well-thought out definition of affordability b) includes clearly articulated vision, goal and objectives for affordable housing c) gives affordable housing a greater profile for its role in sustainable communities d) includes a reference to affordable housing in its policy direction to LTCs and municipalities.	Trust Area Services	See items 5.6	As described above the Policy Statement Amendment Project is underway. The TPC affordable housing working group"s discussions informed the development of the Policy Directions report, the discussion paper for Trust Council""s March 2021 meeting and draft amendments. Engagement with First Nations continues.	In progress
4.4. iii. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.	Regional Planning Committee	2020/21 - $10,000	Consultant Report received by Trust Council September 2021. Returned to RPC for additional work.	In progress
4.4. iv. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.	Regional Planning Committee		This item is not expected to be completed this fiscal. RPC has requested budget to undertake a workshop in 2022/23 that would bring all housing issues together, negating value of undertaking this item this fiscal. $10,000 allocated for this report likely will not be spent FY2021/22.	Not started
4.4. v. Develop model bylaws to address the use of building stratas as a tool for affordable housing.	Regional Planning Committee		RPC has requested funding for FY2022/23 to hold workshop on housing issues to consider them all together. no separate request for this item was made.	Not Started

Strengthen relations with First Nations

Strategy	Responsibility	Funding	Comment	Implementation
4.5 Adopt a Reconciliation Declaration.	Trust Council		Adopted March 2019, 2 year progress report attached to March 2021 Trust Council agenda.	Completed

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Strengthen relations with First Nations

Strategy	Responsibility	Funding	Comment	Implementation
4.6. Adopt and implement a Reconciliation Action Plan.	EXEC/TAS/LPS	2020/21 - $17,550; 2021/22 - $16,950	Islands Trust convened the first advisory panel of Cultural Knowledge Holders for the Freshwater Sustainability Strategy, and facilitated Elder and Youth knowledge sharing sessions. Staff convened a number of intergovernmental meetings with First Nations, ministers and ministry staff, and agencies focused on reconciliation, relationship building, land use decision making, and cultural heritage protection.	In progress
4.7. Develop a Trust Area-wide archaeological impact strategy and establish a Cultural Working Group.	Trust Area Services		Cultural knowledge holders engaged with staff and trustees on ancestral resting places, and staff reviewed the Komoks First Nation cultural heritage permit process to look at how to advocate and support this work with local trust committees. Staff also worked with local Indigenous people to facilitate meetings on various islands regarding cultural sites.	In progress
4.8 Develop heritage preservation overlay mapping for the Trust Area and model heritage regulatory bylaws for protection of potential heritage and cultural sites.	Regional Planning Committee		Contract awarded to Inlalawatash for stage 1 and stage 2 work (relationship building and determination of methodology). Work to be completed by October for grant funded portion, and March for remainder. Budget request from RPC for FY2022/23 to complete this project.	In progress

Policy Statement Goal D: 'Effective, efficient and collaborative governance'

5. GOVERNANCE

To improve and modernize the ability of the Islands Trust to regulate land use activity and work with others

Strategy	Responsibility	Funding	Comment	Implementation
5.1. Amend the Islands Trust Act or other legislation to: i. Allow for entry warrants ii. Grant authority to use municipal ticketing for development permit enforcement iii. Enable adoption of development approval information bylaws by local trust committee iv. Add First Nations to the list of bodies with whom the Trust works in cooperation v. Enable delegation to staff the issuance of development permits vi. Clarify foreshore zoning authority	Executive/LPC		Province has addressed items 3, 4 and 5 in Bill 26 (allow DAI bylaws to be adopted by LTCs, add First Nations to Islands Trust object), and by a regulation amendment (enable LTCs to delegate to staff issuance of Development permits). Bill 26 will come into force by regulation, not expected until early 2022. See legislative monitoring chart for more information on Bill 26. No indication on changes for items 1 or 2. Item 6 is under consideration for CVRD but no new information on this,	Substantially complete

Policy Statement Goal D: 'Effective, efficient and collaborative governance'

5. GOVERNANCE

To improve and modernize the ability of the Islands Trust to regulate land use activity and work with others

Strategy	Responsibility	Funding	Comment	Implementation
5.2. Provide a secretariat role to forums within the Trust Area.	Trust Programs Committee	2020/21 - $12,000; 2021/22 - $12,000	Trust Council adopted the Secretariat Services policy in 2020. Trust Programs Committee co-hosted the Baynes Sound Lambert Channel Forum on May 30, 2020 and delivered support to coordination groups. In May 2021, TPC requested the Director of Trust Area Services to allocate a maximum of 70 hours of staff time for direct provision of secretariat services to support the Southern Gulf Islands Forum, the Baynes Sound Lambert Channel Ecosystem Forum, and the Rural Island Economic Forum, and allocated: - $3,000: Southern Gulf Islands Forum, - $2,500: Baynes Sound Lambert Channel Ecosystem Forum, - $3,000: Coastal Douglas-fir Conservation Partnership, and - $3,500: Howe Sound Atl""ka7tsem Community Forum. Work is underway to implement this direction.	In progress
5.3. Undertake a Governance and Management Review	Select Committee	$75,000 FY 2021/22	Final report scheduled for review at March 2022 Trust Council meeting.	budget approved March 2021
5.4 Implement a Trust Council Policy analysis, review, and amendment of deemed top priorities for consideration and approval by Trust Council.	Executive		Added March 2021 by amendment of Trust Council. To date 11 out of 18 policies marked for review have been amended and adopted.	In progress
5.5. Request additional funding from the Province	Executive		added March 2021 by amendment of Trust Council.	In progress

Policy Statement Goal D: 'Effective, efficient and collaborative governance'

5. GOVERNANCE

To amend the Policy Statement

Strategy	Responsibility	Funding	Comment	Implementation
5.6. Amend the Policy Statement introductory and definitions sections.	Trust Programs Committee/Executive Committee/TC	2019/20 - $39,820, 2020/21 - $45,000, 2021/22 $29,500 +$75,000+$82,000	*As described above the Policy Statement Amendment Project is underway. Engagement with First Nations continues.*	In progress
5.7. Determine if additional changes to the Policy Statement are desired by Trust Council.	Trust Programs Committee		Pending review of First Reading draft.	In progress

Print Date: February 18, 2022

Follow Up Action Report

Trust Council

Chief Administrative Officer

	Activity	Responsibility	Dates	Status
1	That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Clare Frater Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 31-Dec-2022	In Progress
2	That Islands Trust request the Province enhance the Trust's jurisdiction over tree cutting bylaws to make its jurisdiction equal to that of municipalities under section 8 of the Community Charter.	Russ Hotsenpiller	Meeting: 16-Sep-2020 Target: 08-Mar-2022	In Progress
3	Trust Council approved a comprehensive performance review of the Islands Trust's governance, management and operations.	Russ Hotsenpiller	Meeting: 03-Dec-2020 Target: 31-Mar-2022	In Progress
4	That Trust Council prioritize public engagement tools and approaches as a priority topic for future learning opportunities.	Russ Hotsenpiller	Meeting: 21-Sep-2021 Target: 08-Mar-2022	In Progress
5	That Trust Council adopt the following meeting dates and locations for its 2022 schedule: March 8-10 - Nanaimo, June 21-23 - electronic, September 20-22 - electronic, November 1-3 - Victoria and December 6-8 - electronic.	Russ Hotsenpiller	Meeting: 30-Nov-2021 Target: 01-Jan-2022	Completed

Follow Up Action Report

Trust Council

Chief Administrative Officer

	Activity	Responsibility	Dates	Status
6	The Governance Review report be received by Committee members and all trustees on February 7, 2022, as a confidential document and be received in-camera with the consultants at the March council meeting for release immediately following.	Russ Hotsenpiller	Meeting: 01-Dec-2021 Target: 08-Mar-2022	In Progress

Director, Administrative Services

	Activity	Responsibility	Dates	Status
1	That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing.	David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 08-Mar-2022	In Progress
2	That Trust Council approve the Islands 2050 Phase 3 Public Engagement Project Charter scenario 3 and approve a budget of an additional $82,000, consisting of an additional transfer of $62,000 from the general revenue surplus fund and the remainder to be funded by any reallocation of funds from the approved 2021/2022 budget to support implementation.	Clare Frater Julia Mobbs	Meeting: 22-Sep-2021 Target: 23-Mar-2022	Completed

Follow Up Action Report

Trust Council

Director, Administrative Services

	Activity	Responsibility	Dates	Status
3	Amend the draft budget as resolved by resolutions and forward for public consultation. That the Climate Indicators Project for $25,000 be included in the Islands Trust 2022/2023 draft budget. That the $15,000 for the Hornby Island Official Community Plan Review be put back into the 2022/2023 draft budget.	Julia Mobbs	Meeting: 03-Dec-2021 Target: 08-Mar-2022	Completed

Director, Local Planning Services

	Activity	Responsibility	Dates	Status
1	Trust Council requested Executive Committee follow up with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) around forest management.	Clare Frater David Marlor	Meeting: 12-Mar-2020 Target: 31-Aug-2022	In Progress
2	Staff to work with the Regional Planning Committee to review policies and fees related to the Agricultural Land Commission Exclusion Regulation which comes into effect October 1, 2020.	David Marlor	Meeting: 15-Sep-2020 Target: 08-Mar-2022	In Progress
3	That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing.	David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 08-Mar-2022	In Progress

Trust Council

Director, Local Planning Services

	Activity	Responsibility	Dates	Status
4	Trust Council asked staff to provide recommendations about how to broaden engagement and capacity building within local communities, particularly with respect to involving First Nations, in the work of the Islands Trust Area.	Clare Frater David Marlor	Meeting: 10-Mar-2021 Target: 31-May-2022	In Progress
5	That Trust Council repeal Policy 5.6.1 "Application Process Services", Policy 5.6.2 "Cost Recovery Agreements", and Policy 5.6.3 "Extraordinary Processing Services Guidelines" and replace them with Policy 5.6.1 "Application Processing Services".	David Marlor	Meeting: 09-Jun-2021 Target: 08-Mar-2022	Completed
6	That Trust Council request all local trust committees to consider adoption of a new application processing fees bylaw based on the model fees bylaw attached to Policy 5.6.1 "Application Processing Services".	David Marlor	Meeting: 09-Jun-2021 Target: 08-Mar-2022	Completed
7	Trust Council refer the Residential Floor Area report back to the Regional Planning Committee and request that the report incorporate the work being done on North Pender and South Pender and to update the report to identify environmental benefits .	David Marlor	Meeting: 22-Sep-2021 Target: 23-Mar-2022	In Progress
8	That Trust Council forward the "Shoreline Protection Model Bylaw Report" dated March 2021 to local trust committees and Bowen Island Municipality for information.	David Marlor	Meeting: 22-Sep-2021 Target: 08-Mar-2022	Completed

Follow Up Action Report

Trust Council

Director, Local Planning Services

	Activity	Responsibility	Dates	Status
9	That Trust Council invite local trust committees and Bowen Island Municipality to advise the Regional Planning Committee if they intend to undertake policy or regulatory amendments based on the recommendations in the "Residential Floor Area Ratio Model Bylaw Report" or the "Shoreline Protection Model Bylaw Report."	David Marlor	Meeting: 22-Sep-2021 Target: 08-Mar-2022	Completed
10	Trust Council request that the Regional Planning Committee add to its work program the development of an Islands Trust Freshwater Sustainability Strategy policy document and recommendations for implementation of the Freshwater Sustainability Strategy.	David Marlor	Meeting: 02-Dec-2021 Target: 08-Mar-2022	In Progress
11	That Trust Council adopt revised Policy 5.5.1 Bylaw Compliance and Enforcement as presented in (attachment 1.)	David Marlor	Meeting: 02-Dec-2021 Target: 08-Mar-2022	Completed
12	Trust Council request that the Regional Planning Committee add to its work program the development of an Islands Trust Freshwater Sustainability Strategy policy document and recommendations for implementation of the Freshwater Sustainability Strategy.	David Marlor	Meeting: 02-Dec-2021 Target: 08-Mar-2022	Completed
13	That the Trustee RFD referred resolution, as amended re: Housing Equity and Workforce Shortage Crisis be sent to Regional Planning Committee	David Marlor	Meeting: 02-Dec-2021 Target: 08-Mar-2022	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

	Activity	Responsibility	Dates	Status
1	That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Clare Frater Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 31-Dec-2022	In Progress
2	Trust Council requested Executive Committee follow up with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) around forest management.	Clare Frater David Marlor	Meeting: 12-Mar-2020 Target: 31-Aug-2022	In Progress
3	That Trust Council request that the Executive Committee support Bowen Island Municipality in its efforts to oppose recreational use of motorized vehicles on Mount Gardner Crown land, subject to Bowen Island's Municipality First Nations consultation.	Clare Frater	Meeting: 17-Jun-2020 Target: 30-Jun-2022	In Progress
4	Cooperate and work with Dr. Tara Martin's delegation re data sharing of Coastal Douglas-fir.	Clare Frater	Meeting: 17-Jun-2020 Target: 31-Oct-2022	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

	Activity	Responsibility	Dates	Status
5	That Trust Council issue a NAPTEP certificate for the R. Leader property (Parcel Identifier 000-395-081) subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.	Clare Frater Kate Emmings	Meeting: 03-Dec-2020 Target: 31-Oct-2022	In Progress
6	Trust Council asked staff to provide recommendations about how to broaden engagement and capacity building within local communities, particularly with respect to involving First Nations, in the work of the Islands Trust Area.	Clare Frater David Marlor	Meeting: 10-Mar-2021 Target: 31-May-2022	In Progress
7	That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate (NAPTEP) for the covenanted portion of the property on North Pender Island described as "3209 Armadale Road, Parcel Identifier 029-414- 890, and 3210 Clam Bay Road, Parcel Identifier 000-543-527" subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.	Clare Frater	Meeting: 09-Jun-2021 Target: 08-Mar-2022	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

	Activity	Responsibility	Dates	Status
8	That Trust Council approve the Islands 2050 Phase 3 Public Engagement Project Charter scenario 3 and approve a budget of an additional $82,000, consisting of an additional transfer of $62,000 from the general revenue surplus fund and the remainder to be funded by any reallocation of funds from the approved 2021/2022 budget to support implementation.	Clare Frater Julia Mobbs	Meeting: 22-Sep-2021 Target: 23-Mar-2022	Completed
9	That Trust Council direct staff to develop policy guidance for sponsorship of Natural Area Protection Tax Exemption Program (NAPTEP) applications and return to Trust Council for further review and approval.	Clare Frater Kate Emmings	Meeting: 22-Sep-2021 Target: 31-Aug-2022	In Progress
10	That Trust Council request staff to provide a report outlining potential options for how the Trust and local trust committees can engage and assist with the Coast Guard Oil Spill response planning process.	Clare Frater	Meeting: 22-Sep-2021 Target: 31-May-2022	In Progress
11	That Trust Council request staff to prepare correspondence for the Chair to the appropriate ministries affirming Trust Council support for the location of a dedicated Emergency Response Towing Vessel in Sidney, B.C.	Clare Frater	Meeting: 22-Sep-2021 Target: 08-Mar-2022	Completed
12	Trust Council approved the Nighthawk Hill NAPTEP Expansion Application and the Livingstone Forest NAPTEP Certificate for issuance.	Clare Frater Kate Emmings	Meeting: 02-Dec-2021 Target: 31-Aug-2022	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

	Activity	Responsibility	Dates	Status
13	That the Islands Trust Council reinstate the Community Stewardship Awards Program beginning January 2022 and update policy 2.1.11 that the program be offered every 4 years	Clare Frater	Meeting: 02-Dec-2021 Target: 08-Mar-2022	Completed
14	Disposition of Delegations: That the Chair write a letter to 'Transport Canada to take action on air pollution and dumping from vessels; Staff to review the language used in the website and publications to ensure accuracy regarding the extent of the Coastal Douglas-fir ecosystem, with consultation with Province of BC staff experts as necessary; Foward items 7.1.1 and 7.1.5 to the Trust Policy Statement Review.	Clare Frater	Meeting: 02-Dec-2021 Target: 08-Mar-2022	In Progress

Legislative Services Manager

	Activity	Responsibility	Dates	Status
1	That staff be directed to draft amendments to the Trust Council Meeting Procedures Bylaw 101 regarding electronic regular meetings once anticipated legislative changes are approved.	Carmen Thiel	Meeting: 09-Jun-2021 Target: 08-Mar-2022	Completed
2	That procedures for Trust Council Section 13 Resolutions without Meeting section 4.3.3.4 be deleted. That the matter of deleting section 3.1 offends the principle of an RWM, an is referred back to senior staff.	Carmen Thiel	Meeting: 22-Sep-2021 Target: 08-Mar-2022	In Progress

Follow Up Action Report

Trust Council

Legislative Services Manager

	Activity	Responsibility	Dates	Status
3	That the Standards of Conduct 2.1.2 Policy item 2.6, "As an elected official, respect local autonomy and refrain from becoming publicly involved in the local politics or controversial issues that are local in nature in an area outside a local trust area or island municipality that they represent unless the local political issue could affect other Local Trust Areas or the Trust as a whole" be deleted; and That Trust Council adopt amended (as contained in agenda package), Policy 2.1.2 Standards of Conduct (attachment 1) as amended by the above resolution.	Carmen Thiel	Meeting: 30-Nov-2021 Target: 08-Mar-2022	Completed
4	Amendment Bylaw 184 given 3rd reading and forwarded for adoption by RWM to amend Trust Council Meeting Procedures Bylaw 101.	Carmen Thiel	Meeting: 30-Nov-2021 Target: 08-Mar-2022	Completed

Manager, Islands Trust Conservancy

	Activity	Responsibility	Dates	Status
1	That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Clare Frater Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 31-Dec-2022	In Progress

Follow Up Action Report

Trust Council

Manager, Islands Trust Conservancy

Activity	Responsibility	Dates	Status
2 That Trust Council issue a NAPTEP certificate for the R. Leader property (Parcel Identifier 000-395-081) subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.	Clare Frater Kate Emmings	Meeting: 03-Dec-2020 Target: 31-Oct-2022	In Progress
3 That Trust Council direct staff to develop policy guidance for sponsorship of Natural Area Protection Tax Exemption Program (NAPTEP) applications and return to Trust Council for further review and approval.	Clare Frater Kate Emmings	Meeting: 22-Sep-2021 Target: 31-Aug-2022	In Progress
4 Trust Council approved the Nighthawk Hill NAPTEP Expansion Application and the Livingstone Forest NAPTEP Certificate for issuance.	Clare Frater Kate Emmings	Meeting: 02-Dec-2021 Target: 31-Aug-2022	In Progress

CHIEF ADMINISTRATIVE OFFICER

4th QUARTER REPORT

February 18, 2022

March 2022
Nanaimo

This report summarizes activities undertaken by the CAO over the last quarter.

Due to increasing COVID infections in the region, the Islands Trust reduced corporate operations associated with professional and public meetings. At time of writing, live public meetings have been cancelled if possible, staff have remained primarily working from home and office hours have been reduced. Following provincial health direction, it is anticipated that we would be moving towards live meetings and opening of offices in March/April.

Met with Ministry official regarding foreshore jurisdiction throughout the Trust Area and the provision of forestry authority for the Islands Trust.

Met with Regional District of Nanaimo staff to discuss protocol agreement, building permitting fees, letters of understanding and the Policy Statement project.

Participated and directed budget discussions with staff related to the 2022/23 budget process.

Met with and was interviewed by Sean Markey from Simon Fraser University with regards to the Xwe'etay/Lasqueti Archeology Project.

Met with Inlailawatash Consultants regarding the Cultural Heritage mapping project.

Met with the Liam Edwards, CAO, Bowen Island Municipality.

Attended provincial emergency teleconferences with provincial CAOs, hosted by the Deputy Minister of Municipal Affairs.

Have undertaken a sustained review of the administrative function of the Islands Trust to address long standing issues associated with under resourcing, changing work requirements, and a need for greater administrative support.

Negotiated and collaborated with the Public Service Agency (PSA) regarding the adoption by the Islands Trust of the provincial vaccine mandate. Engaged with senior staff at the PSA on succession planning at the Islands Trust and options for classification and compensation.

Received Governance Report from consultants and redirected to trustees for review. Met with Select Committee in January.

Organized and attended with staff, a series of election 2022 training sessions. The election process has arrived for the Islands Trust. At this point the most critical elements are ensuring that our elections

bylaw is updated and that agreements are confirmed with the Regional Districts that undertake our elections process.

Chaired weekly meetings of senior staff, extended meetings with supervisors and organized monthly all staff meetings.

Met regularly with Chair of the Islands Trust, attended weekly teleconference with Executive Committee and Executive Committee meetings in December, January, February and March. Attended Financial Planning Committee and Regional Planning Committee.

Met twice with Salt Spring staff to review administrative matters.

Attended and participated in first ever Budget Webinar for the Islands Trust.

The 2022/23 Budget process has been a challenging undertaking. Faced in November with a diminished annual surplus to augment the work program for 2022/23, the Islands Trust faced potentially significant tax rate increases for Local Trust Areas and Bowen Island. This news, plus the ongoing concern expressed by some with regard to the Policy Statement process has resulted in increased public feedback, much of it negative. We have received many letters, calls, mentions on social media platforms and editorials in local papers. As an administration we are responding as thoroughly as possible in providing responses to constituents regarding the budget process, the Policy Statement project and any other areas of enquiry.

Proposed taxation levels have been reduced significantly since initial budget planning sessions in November; however, the proposed budget does contain an increase in taxation. In addition, the proposed budget has a large amount of grant funding which is driving increases in the budget overall, though not directly affecting taxation levels. The grant funding however does result in increased administrative activity at the Islands Trust at a staff level.

The coming quarter will see the delivery of the Policy Statement Engagement process, continued Reconciliation programming, including the Policy Statement process, and increasing focus upon the fall local elections.

Russ Hotsenpiller
Chief Administrative Officer

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 9, 2022

From: Executive Committee **Date Prepared:** February 14, 2022

SUBJECT: REVISED POLICY 2.2.3 TRUST COUNCIL RESOLUTIONS WITHOUT MEETING

RECOMMENDATION:

That Trust Council adopt revised Policy 2.2.3 Trust Council Resolutions Without Meeting (attachment 1).

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The *Islands Trust Act* provides Islands Trust bodies with the option of passing some resolutions outside of regularly constituted meetings. The policies and procedures that guide the administration of such Trust Council resolutions were adopted in 1992 and have not been amended since then. Proposed revision of Policy 2.2.3 is part of the Trust Council policy review project. At the September meeting, Trust Council asked for further staff advice on whether discussion about an RWM, which is in progress, offends the principle of RWMs and that is addressed in the report.

1. PURPOSE: To revise Policy 2.2.3 to provide greater clarity and update language, and seek Trustees' input on the operational procedure document for subsequent approval by the Management Team.

2. BACKGROUND:

Revised policy 2.2.3 (attachment 1) was considered at the September 2021 Trust Council meeting, along with draft operational procedures (attachment 2) for subsequent approval by the Management Team. At that time Trust Council suggested several changes to the draft procedure document and referred it back to staff for advice on whether deleting section "3.1 Trustees should not discuss a Section 13 RWM with other members of the Trust Council because the process takes place outside of a properly called and constituted meeting." offends the principle of resolutions without meeting.

In response to the request for advice, the following is offered, and is based on the general rule (Section 89 of the Community Charter) that meetings must be open to the public. Staff consulted with Ministry of Municipal Affairs staff on the question and reviewed the BC Ombudsperson's Best Practices Guide for Local Governments

- From the Ombudsperson's Guide – Open Meeting Rule:
  - There is a presumption under the Community Charter that meetings of local government boards and councils will be open to the public. Sometimes, in order to preserve confidentiality in respect of private matters, meetings may be closed. However, as this runs contrary to the principles of openness, transparency and accountability, statutory provisions are in place that limit the

circumstances under which local governments can hold closed meetings and ensure appropriate procedures are followed prior to the closure of a meeting.
  - Municipalities, regional districts, the Islands Trust and other bodies identified in section 93 of the Community Charter are subject to the open meeting provisions contained in Division 3 of Part 4.5.

- Response from Ministry staff to following questions:

  - Is the ability to vote on Resolutions Without Meeting unique to Islands Trust? Or, are there other local governments in BC who have similar authority?

    To our knowledge, the ability to vote using RWM is unique to the Islands Trust. A similar ability to vote on urgent matters outside of a regular or special meeting is contained in the Regional Districts Special Voting Regulation BC Reg. 41/91. Not aware of how often this is used as this was created prior to the Regional District Electronic Meetings Regulation, which authorized RD's to hold special meetings electronically (and has now been expanded to regular and committee meetings).

  - Would discussion/debate amongst trustees about an RWM be okay given that the authority for this (Section 13 of the Islands Trust Act) is silent on this aspect?

    Ministry understanding is that the open meeting rules apply to all trust bodies through the Islands Trust Regulation B.C. Reg. 119/90 (s.11(2)). All meetings of trust bodies must be open to the public, unless the subject matter falls under the closed meetings provisions in the legislation. The requirement for open meetings is intended to be applied broadly, in keeping with the principle of openness, transparency and accountability.

  - Given that the RWM authority seems to be unique to Islands Trust bodies, would deleting the long held practice/procedure that "*Trustees should not discuss a Section 13 RWM with other members of the Trust Council because the process takes place outside of a properly called and constituted meeting.*" offend the principle of resolutions without meeting? Seeking advice on the intent of sections 13 and 26 of the Islands Trust Act, allowing trust bodies to conduct business in this way.

    With respect to the intent of those sections - this is a legal question and as such you would need to seek legal advice. My understanding of the legislation is that section 13(3) and 26(3) of the Islands Trust Act are to enable members to give approval of a resolution by telephone or other means of telecommunication as though it were voted on at a properly called meeting. From an open meetings perspective, I would think you would want to ensure that members discussing decision-making do so at a properly constituted meeting so that members of the public who may have an interest in a particular decision can understand elected officials opinion on a topic.

Revision of Policy 2.2.3 is based substantially on the Local Trust Committee Section 26 RWM policy adopted in 2015. The revised policy includes principles on the appropriate use of RWMs and a section on issues where voting by RWM is restricted. Also included is provision for Trustees to propose that consideration of an RWM be postponed until the next regular or special meeting of Trust Council, if a Trustee believes that the motion requires debate and discussion. Given the legislated requirement for open and transparent meetings and unlike voting at an open public meeting, voting by RWM does not typically allow for discussion or debate of the resolution by TC members, nor for public observance or participation.

Detailed procedures (**attachment 2**), some of which were formerly included as part of the policy, have been drafted as a separate document for approval by the Islands Trust Management team. These procedures provide guidance to staff on the process for conducting TC RWMs.

3. IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Greater clarity in the policy and updated procedures that guide the use of RWMs is expected to reduce the amount of staff time required to administer these processes or to address related concerns.

FINANCIAL:
There are no financial implications as a result of adopting the amended policy.

POLICY:
Section 4 and Appendix "B" of Policy 2.1.1 Statutory Rules of Conduct applies to this policy and addresses the filing of conflict of interest declarations with regard to voting on RWMs.

IMPLEMENTATION/COMMUNICATIONS:
If revised Policy 2.2.3 is adopted as presented, or amended and adopted, the policy will be communicated to Executive office staff and trustees (through the orientation process for incoming trustees), as a guideline for handling TC RWMs, and will be posted to the Islands Trust website.

FIRST NATIONS: N/A

OTHER: **N/A**

4. RELEVANT LEGISLATIVE LINK: Section 13 of Islands Trust Act

5. ATTACHMENTS and LINKS:

Attachment 1: *Revised* Policy 2.2.3 Trust Council Section 13 Resolutions Without Meeting
Note: Tracked changes not included due to comprehensive nature of changes.

Attachment 2: DRAFT Operational Procedures for Trust Council Sec. 13 RWMs

Link: Current Policy 2.2.3 Trust Council Section 13 RWM

RESPONSE OPTIONS

Recommended: That Trust Council adopt revised Policy 2.2.3 Trust Council Resolutions Without Meeting (attachment 1).

Alternative:
That Trust Council amend and adopt revised Policy 2.2.3 Trust Council Resolutions Without Meeting (attachment 1).

Prepared By: Carmen Thiel, Legislative Services Manager

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer – February 16, 2022
Executive Committee – February 23, 2022

Policy:	2.2.3
Approved By:	Trust Council
Approval Date:	December 5, 1992
Amendment Date(s):	March XX, 2022
Policy Holder:	Legislative Services Manager

TRUST COUNCIL RESOLUTIONS WITHOUT MEETING

Background

Section 13 of the *Islands Trust Act* allows Trust Council (TC) to obtain, count votes and pass or defeat resolutions on Council or committee issues without the necessity of holding a regular or special meeting. A resolution approved in accordance with Section 13 is as valid as if it had been voted on and passed at a properly called and constituted meeting of the TC. The provisions of this policy also apply to Trust Council's standing and select committees wherever applicable.

Principles

1. It is preferable for most TC resolutions to be voted on at properly called and constituted meetings. However, where an issue is deemed to be urgent (i.e., where the issue in question requires immediate action as a result of unforeseen circumstances and must be dealt with before the next regular meeting of the TC) a Section 13 Resolution Without Meeting (RWM) may be conducted.

2. Section 13 RWMs are for decisions not requiring any discussion or debate by the TC.

3. TC resolutions on issues which may be considered controversial, sensitive, complex or otherwise benefitting from discussion and debate, should be voted on at a properly constituted meeting wherever possible.

4. The Section 13 RWM process is dependent on the timely contribution and response of trustees.

A. Definitions

"Secretary" means the person appointed by Trust Council under Section 17(1)(a) of the *Islands Trust Act* and includes a Deputy Secretary.

"Telecommunication" means communication over a distance and includes electronic mail (email), telephone and facsimile.

B. Policy

1. Legislative Requirements

1.1 Approval of a Section 13 RWM is given where a majority of the members of the Trust Council entitled to vote on the resolution inform the Secretary (or their designate) of their approval in person or by telecommunication.

1.2 Only for a Trust Council resolution giving first reading or adopting a bylaw, approval is given where 2/3 of the members of Trust Council entitled to vote on the resolution approve the resolution.

2. Issues Where Voting by RWM Is Restricted

2.1 The Trust Council cannot vote by RWM in the following cases:

2.1.1 when giving second or third reading to a bylaw; or,

2.1.2 when making a decision on a bylaw referred to it under section 27(3) of the *Islands Trust Act*. This section prescribes that where the Executive Committee returns or refuses to approve a bylaw submitted to it by a Local Trust Committee, the Local Trust Committee may refer the bylaw to Trust Council for approval, and Council cannot make a decision about that bylaw without holding a properly-called and constituted meeting of Trust Council.

2.2 If a trustee considers that they are not entitled to participate in a vote pursuant to Section 100(2) of the *Community Charter* (regarding a perceived conflict of interest), the trustee must make a declaration using the "Section 100(2) *Community Charter* Declaration" form (Attachment 3 to the Procedures for Trust Council Section 13 Resolutions Without Meeting), giving the general reason(s) and must withdraw from voting. The completed declaration form must be submitted to the Secretary.

3. Conduct of the Vote

3.1 All members of TC will be given simultaneous notice of a Section 13 RWM and any trustee may request to receive relevant background information on the subject of the resolution where available.

3.2 The TC Chair will call for the vote on a Section 13 RWM that has been moved and seconded, and members will be entitled to vote on the resolution.

3.3 The TC Chair should not vote on the Section 13 RWM prior to the "Conducting of the Vote" phase.

3.4 A trustee may vote either "in favour", "opposed", or abstain from voting. Legislation regulates that an abstention vote is recorded in the affirmative ("in favour"), but a notation will be made beside the name of the trustee who abstained.

3.5 Any member of the TC may propose to have consideration of a Section 13 RWM postponed until the next regular meeting or a special meeting of the TC where the trustee believes that the motion requires debate and discussion. **Section 4.3.2 -**

RWM to Postpone of the operational procedures for TC Section 13 RWM applies in this instance.

3.6 Whenever possible, the TC Chair should allow other trustees the opportunity to move and second Section 13 RWMs. An exception would be where the Section 13 RWM is being put forward by the Chair.

4. Results of the Vote

4.1 Once the vote has been conducted, and the vote received by the Secretary, the TC Chair will declare the vote to be carried or defeated in accordance with the results. The TC members are notified of the results of the vote. The vote is recorded as a Section 13 RWM of the TC.

4.2 A report on each completed Section 13 RWM will be placed on the agenda of the next regular open or closed TC meeting and recorded in the minutes of that meeting.

C. Legislated References

Islands Trust Act: Section 13

Community Charter: Section 100

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

Operational Procedures for Trust Council Section 13 Resolutions Without Meeting

Procedure	
Approved By:	Management
Approval Date:	
Amendment Date(s):	
Policy Holder:	Legislative Services Manager

Trust Council Section 13 Resolutions Without Meeting (RWM)

Purpose

To provide guidance to staff and trustees on the process for conducting Trust Council (and Council Standing and Select Committee) Section 13 RWMs in accordance with Trust Council Policy 2.2.3.

Scope

Applicable to Executive Office staff.

A. Definitions

N/A

B. Procedures

1. AUTHORIZATION TO RECEIVE A SECTION 13 RESOLUTION WITHOUT MEETING VOTE

1.1 The Secretary (or their designate) shall receive votes for a Trust Council Section 13 RWM.

2. ROLES/AUTHORITY

2.1 In addition to receiving the vote, the Secretary processes the call for a RWM, conducts the vote, records the vote and signs all applicable forms related to these procedures.

2.2 The Chair directs that the vote be conducted and declares the result of the vote.

3. BACKGROUND MATERIAL

3.1. Trustees should not discuss a Section 13 RWM with other members of the Trust Council because the process takes place outside of a properly called and constituted meeting.

3.2 Any Trust Council member may, before a Section 13 RWM Conducting of the Vote form/email is received and completed, request relevant background information from staff on the issue.

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3.3 Any background information regarding a Section 13 RWM vote that is provided to a Trustee, whether or not it is in response to a request, will be copied to all members of the Trust Council for their information.

4. HOW THE SECTION 13 RESOLUTION WITHOUT MEETING IS CONDUCTED

4.1 In order to facilitate a timely response from Trustees and the completion of the Section 13 RWM process, the onus is on Trustees to check their Islands Trust email account regularly and respond in a timely manner to Section 13 RWM email requests. If a Trustee expects to be absent and not able to access their Islands Trust email account, they should use the Automatic Replies (Out of Office) Outlook email feature to notify others that they are not available to respond to email messages.

4.2 The process includes the three elements of passing a resolution at a regular meeting:

4.2.1 calling for a resolution

4.2.2 conducting the vote

4.2.3 recording the vote.

4.3 The procedure is as follows:

4.3.1 **Calling for a Resolution:**

4.3.1.1 When a Section 13 RWM is required, a Trustee will contact the designated staff person (or in some cases, staff will contact Trustees), and the designated staff person will draft a resolution.

4.3.1.2 The Secretary will initiate the Section 13 RWM using the Calling for a Resolution form **(Attachment 1)** to the Trust Council members, requesting that a Trustee make a motion by responding in writing or by telephone as the "MOVER", and requesting a second Trustee to respond as the "SECONDER".

4.3.1.3 If the Section 13 RWM has not been Seconded within 24 hours following transmission of the Call for a Resolution, staff will send an email to the Chair to request the status of the RWM. At that point the Chair may second the RWM.

4.3.1.4 If a Trustee considers that they are not entitled to vote on an RWM due to conflict of interest with the matter being considered by the RWM, they must make a declaration using the Section 100(2) *Community Charter* Declaration form (**Attachment 3**). The completed declaration form must be submitted to the Secretary and will be filed with the completed Calling for a Resolution and Conducting of the Vote forms.

4.3.2 **RWM to Postpone**

4.3.2.1 After a Section 13 RWM has been Moved and Seconded, any member of the Trust Council may, using a **new** Section 13 RWM, move to have the main (original) Section 13 RWM postponed until the next regular meeting of the Trust Council, or until a special meeting of the Trust Council can be convened (see sample *resolution to postpone* in **Attachment 6**).

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4.3.2.2 If the Section 13 RWM to postpone is Seconded, the Chair will call for a vote on that Section 13 RWM, in accordance with steps 4.3.3.1-4.3.3.3 of this procedure. In the interim the processing of the main (original) Section 13 RWM is halted.

4.3.2.3 If the TC Chair declares that the result of the vote on the Section 13 RWM to postpone is in the affirmative, the main (original) Section 13 RWM is forwarded to the agenda of the next regular or special Trust Council meeting for consideration.

4.3.2.4 If the TC Chair declares that the result of the vote on the Section 13 RWM to postpone is defeated, the Conducting of the Vote process resumes immediately on the main (original) Section 13 RWM.

4.3.3 **Conducting the Vote**

4.3.3.1 Once the Secretary receives verification of the MOVER and the SECONDER, the Secretary will notify the Chair, informing them of the status of the Calling for a Resolution

4.3.3.2 The Chair will instruct the Secretary, either in person or by telecommunication to conduct the vote by distributing the "Conducting of the Vote" format **(Attachment 2)** to all members of the Trust Council.

4.3.3.3 Staff will not accept the Chair's vote on a Section 13 RWM prior to the "Conducting of the Vote" phase.

~~4.3.3.4 Trustees should use the Reply All email feature when voting by email.~~

4.3.3.4 In the event that one or more of the Trust Council members has not responded to the Conducting of the Vote within 24 hours of transmittal by staff, the Secretary will attempt to contact the Trustee(s) by telephone and, if not successful, will leave a voice message regarding the nature of the call. The exception to this practice is where the Trustee has notified staff that they expects to be absent or unavailable for the period of time during which the vote is being conducted. If the end of the 24 hour period following transmission of the Conducting of the Vote falls on a Saturday, Sunday or statutory holiday, staff will contact the Trustee(s) by telephone on the next regular business day.

4.3.3.5 If a Trustee has not yet responded to the Conducting of the Vote process 48 hours after it was transmitted to Trustees by staff, and a majority of Trust Council members have responded, then the Trustee who has not responded will be deemed to be absent from the voting process and a notation will be made to that effect on the completed Recording of the Vote form.

4.3.3.6 If staff receives a majority of votes in favour of the Section 13 RWM, it is deemed to have passed and so declared by the Chair. In the instance where 2/3 approval is required, staff must receive 2/3 of the votes in favour for the RWM to pass. If there are an equal number of votes in favour and against, then the vote is defeated. The unrecorded vote is deemed to be absent.

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4.3.4 **Recording the Vote**

4.3.4.1 Once the Trust Council members confirm their vote with the Secretary, either in person or by telecommunication, and the vote is complete, the Secretary will complete the Recording of the Vote portion of the Conducting of the Vote form **(Attachment 2).**

4.3.4.2 The Recording of the Vote is officially received and signed by the Secretary.

4.3.4.3 The Recording of the Vote portion of the Conducting of the Vote form **(Attachment 2)** will indicate when a Trust Council member:

a. did not participate in the vote due to a declaration under Section 100(2) of the *Community Charter* **(Attachment 3)**; or,
b. has not responded to the Conducting of the Vote as noted in Section 4.3.3.6 and is therefore deemed "absent"; or,
c. has indicated that they are abstaining from voting.

4.3.4.4 The Secretary will distribute the completed Recording of the Vote form to the Trust Council members informing them of the result of the vote.

4.3.4.5 Data from the forms used for a Section 13 RWM shall be logged and numbered in the applications database by the Secretary and the completed forms placed in the Trust Council minutes file.

4.3.4.6 After entering the vote in the applications database, the Secretary will produce a Section 13 RWM report for inclusion on the agenda of the next regular meeting of the Trust Council.

E. ATTACHMENTS:

Attachment 1: **"CALLING FOR A RESOLUTION"** form
Attachment 2: **"CONDUCTING OF THE VOTE" AND "RECORDING OF THE VOTE"** form
Attachment 3: **"SECTION 100(2) *COMMUNITY CHARTER* DECLARATION" FORM** (regarding conflict of interest)
Attachment 4: TBD
Attachment 5: **RWM Minute**
Attachment 6: **SAMPLE *RESOLUTION TO POSTPONE***

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ATTACHMENT 1

Islands Trust Council

(SECTION 13 RESOLUTION WITHOUT MEETING)

CALLING FOR A RESOLUTION

It was MOVED and SECONDED

THAT

_____

_____

_____

_____

_____ _____

MOVER's Name/Signature **SECONDER's Name/Signature**

or **or**

Approval in writing or by phone **Approval** in writing or by phone

_____ _____

Date of Approval **Date of Approval**

Complete by either:

- signing and returning this Form - Attention: Secretary; or
- replying to the Secretary in writing (by email), in person or by telephone

ALL MEMBERS OF TC NOTIFIED OF RWM this [dd] day of [Mmm.] 20yy

THE CHAIR DIRECTS STAFF TO CONDUCT A VOTE ON THE ABOVE NOTED RESOLUTION.

_____

Chair's Signature

or

Approval in writing or by phone

_____

Date of Approval_____

Signature of Recording Staff

(if applicable)

DRAFT

ATTACHMENT 2

Islands Trust Council

SECTION 13 RESOLUTION WITHOUT MEETING

CONDUCTING OF THE VOTE

Section 13 RWM No.

_____ _____

Date Chair Directs Conduct of Vote

It was MOVED and SECONDED THAT

_____

_____

_____

_____

All members of TC requested to vote on: _____

(Date transmitted to Trustees)

PLEASE VOTE ON THE ABOVE MOTION BY COMPLETING THE BALLOTS BELOW:

IN FAVOUR	**IN FAVOUR**	**IN FAVOUR**
☐	☐	☐
OPPOSED	**OPPOSED**	**OPPOSED**
☐	☐	☐
_____	_____	_____
Signature or Response in writing or by phone	**Signature or Response** in writing or by phone	**Signature or Response** in writing or by phone
_____	_____	_____
Date	**Date**	**Date**

_____

Signature of Staff Recording Vote (*if applicable*) /2

DRAFT

ATTACHMENT 2 (cont'd.)

RECORDING OF THE VOTE

1. RECEIVED BY ISLANDS TRUST SECRETARY THIS_____DAY OF _____, 20 ____.

_____

Secretary's signature

2. SECRETARY TO COMPLETE ONLY WHERE SECTION 4.3.4.3 - (referenced below) APPLIES:

4.3.4.3 The Recording of the Vote portion of the form will indicate:
a) when a Trust Council member did not participate in the vote due to a declaration under Section 100(2) of the *Community Charter*;
b) when a Trust Council member has not responded to the Conducting of the Vote as noted in Section 4.3.3.6; or
c) when a Trust Council member has indicated "abstain".

a) Trustee _____ did not participate in the vote on RWM _____ due to a declaration under Section 100(2) of the *Community Charter*. (Declaration attached)

b) Trustee _____ was deemed "absent" from the vote as they did not respond to the Conducting of the Vote as noted in Section 4.3.3.5.

c) Trustee _____ indicated that they abstained from the vote.

3. CHAIR DECLARES VOTE COMPLETE AND TC MEMBERS NOTIFIED OF THE RESULTS OF THE VOTE THIS [dd]___DAY OF___[mm.]_____, 20 _[yy]_.

_____

Secretary's name and signature

DRAFT

ATTACHMENT 3

ISLANDS TRUST COUNCIL

SECTION 100(2) *COMMUNITY CHARTER* DECLARATION FORM

(Disclosure of direct or indirect pecuniary interest, or another interest in the matter that constitutes conflict of interest or perceived conflict of interest)

FOR A SECTION 13 RESOLUTION WITHOUT MEETING

Note:

- This form must be completed when a Trustee declares that they are not entitled to vote on a matter being considered by Resolution Without Meeting; or having made such a declaration subsequently determines on the basis of legal advice that they may in fact vote;
- This form complies with the requirements of Section 100 of the *Community Charter,* and applies to Trust Council and its committees Islands Trust Conservancy Board and Executive Committee Resolutions Without Meeting.

Under Section 100(2) of the *Community Charter*, I declare that I will not participate in the discussion of the matter or vote on the matter contained in the draft resolution as shown in the attached RWM No._____ for the following reason(s):

_____

_____

OR

Under Section 100(4) of the *Community Charter*, I declare that I have obtained legal advice and have determined that I am entitled to participate and vote on the matter that was the subject of my declaration of conflict of interest dated _____ for the following reason(s):

_____

_____

_____

Name of Corporate Body

_____

Trustee's/Islands Trust Conservancy Board Member's Name

_____

Trustee's/Islands Trust Conservancy Board Member's Signature, Email (attach copy)

_____ _____

Date and Time of Declaration Name of Recorder (if applicable)

DRAFT

RECEIVED BY THE ISLANDS TRUST SECRETARY THIS _____ DAY OF
_____, 20____.

_____
Secretary's signature

RWM No: _____

DRAFT

ATTACHMENT 4

ISLANDS TRUST COUNCIL

RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. _____ (Staff to complete)

It was Moved by _____ and Seconded by_____

THAT

TRUSTEES CONTACTED	DATE CONTACTED	VOTE

TRUSTEES NOT CONTACTED

FINAL VOTE COUNT _____

_____ In Favour

_____ Opposed

THE CHAIR DECLARED THE ABOVE RESOLUTION (Carried or Defeated), PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON _____(Date)___ .

_____ _____

CHAIR'S SIGNATURE DATE

_____

Signature of Recorder

DRAFT

ATTACHMENT 5

ISLANDS TRUST COUNCIL

RESOLUTION WITHOUT MEETING MINUTE

RESOLUTION WITHOUT MEETING NO. _____

The Chair declared that the following Resolution was (Carried or Defeated), pursuant to Section 13 of the *Islands Trust Act* on _____(Date)___:

"THAT (Wording of Resolution)

_____ _____

CHAIR DATE

DRAFT

ATTACHMENT 6

Islands Trust Council

(SECTION 13 RESOLUTION WITHOUT MEETING)

RESOLUTION TO POSTPONE

It was MOVED and SECONDED

THAT [NAME OF BODY] supports postponement of the motion until the next meeting on [INSERT DATE].

OR

It was MOVED and SECONDED

THAT [NAME OF BODY] supports postponement of the motion until a Special meeting of the [NAME OF BODY] can be convened.

_____	_____
MOVER's Name/Signature	**SECONDER's Name/Signature**
or	**or**
Approval in writing or by phone	**Approval** in writing or by phone
_____	_____
Date of Approval	**Date of Approval**

Complete by either:

- signing and returning this Form - Attention: Secretary; or
- replying to the Secretary in writing (by email), in person or by telephone

ALL MEMBERS OF TC NOTIFIED OF RWM this [dd] day of [mm.] 20yy

THE CHAIR DIRECTS STAFF TO CONDUCT A VOTE ON THE ABOVE NOTED MOTION.

_____

Chair's Signature

or

Approval in writing or by phone

Date of Approval_____

Signature of Recording Staff

DRAFT

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 9, 2022
From:	Executive Committee	**Date Prepared:**	February 16, 2022

SUBJECT: **ELECTION ADMINISTRATION AND BEST PRACTICES FOR 2022**

PURPOSE: **To provide an overview of administration of Local Trustee elections in the upcoming 2022 General Local Elections and review of Election Period Best Practices.**

BACKGROUND:

- Under section 6 of the *Islands Trust Act* Trust Council has the same responsibility and authority in relation to elections for local trustees as a regional district has in relation to elections for electoral area directors. This section also stipulates that Part 3 of the *Local Government Act* applies to the election of local trustees.

- Islands Trust elections are administered in accordance with Islands Trust Council's Election Procedures Bylaw 124.

- Section 57 of the *Local Government Act* permits a local government to share in the costs of elections administration and to provide that all or part of the bylaws of another local government apply in respect to elections administration.

- Trust Council Bylaw 124 indicates that where there is an agreement in place between the Islands Trust and a regional district, the agreement shall specify which parts of the elections administration bylaw of each party will apply to the election of local trustees, where each of the regional districts overlap with Local Trust Areas.

- By agreement, the following regional districts conduct Local Trustee elections:
  - Comox Valley Regional District — Denman and Hornby Islands Local Trust Areas
  - qathet Regional District — Lasqueti Island Local Trust Area
  - Nanaimo Regional District — Gabriola Island Local Trust Area
  - Cowichan Valley Regional District — Thetis Island Local Trust Area
  - Capital Regional District — Galiano, Mayne, North Pender, Salt Spring, South Pender and Saturna Islands Local Trust Areas
  - Sunshine Coast Regional District — Gambier Island Local Trust Area
  - Metro Vancouver (GVRD) — Bowyer and Passage Islands (part of Gambier LTA)

- The proposed budget for elections administration in 2022-23 is $141,000. This amount is based on the previous costs of the 2018 elections administered by regional districts. Trust Council's proposed budget for 2022-23 does not anticipate that the Islands Trust would hire its own elections administration staff. Coordination of contracts and any enhanced communications

would be the responsibility of the Legislative Services Manager/Corporate Secretary position, with assistance from the communications specialist.

- Elections BC is responsible for the campaign financing and third party advertising rules under the *Local Elections Campaign Financing Act* . There are some new rules for local elections under this Act which are summarized in this bulletin on the Elections BC website. The changes include registration and financial reporting requirements for electoral organizations (municipal political parties), the introduction of a pre-campaign period for local elections, annual limits for contributions to third party advertisers and new administrative penalties to help enforce the rules. These changes follow recommendations made by the Chief Electoral Officer after B.C.'s last General Local Election in 2018.

- The Local Government Management Association (LGMA) is hosting a self-paced online election training course made up of 12 pre-recorded modules that include weekly discussion forums and periodic live town hall meetings. The online training is available to Islands Trust staff who will be involved in the local trustee elections.

- In 2021, Bill 10 - *Municipal Affairs Statutes Amendment Act* amended *Local Government Act* (LGA) **Section 110 Mail ballot voting** by removing legislative limitations and enabling local governments to expand eligibility for mail ballot voting to everyone, rather than only those who are absent, have an illness, injury or disability or who live in a designated remote area.

  Through Bylaw 124, Trust Council designated Bowyer and Passage Islands, within the Gambier Island Local Trust Area, as remote for the purposes of mail ballots. It is anticipated that the legislative change to LGA Section 110 will require amendment to the Islands Trust Council's Election Procedures Bylaw 124. Staff propose bringing an amendment bylaw forward for consideration at the June Trust Council meeting.

- Timelines for 2022 Local Elections

June 21 – 23 (Trust Council meeting)	Last Trust Council meeting to give 1st through 3rd readings to amendments to Islands Trust Election Procedures Bylaw 124 to apply to 2022 local elections. *The bylaw amendment must be adopted by July 4, which could be done via RWM*.
" "	RFD to Trust Council seeking agreement to enter into service contracts with the seven regional district boards for the purpose of sharing costs of conducting elections and authorizing the Chair to sign the service agreements on behalf of Council.
July 4	Province wide deadline: Last day to adopt an election procedures bylaw or bylaw amendment(s) to apply to 2022 local election.
August 2	Nomination packages to be ready for distribution
August 30	Nomination period begins at 9:00 am – first day that nomination documents may be submitted
September 9	Nomination period ends at 4:00 pm – last day that nomination documents may be submitted
September 16	4:00 pm deadline for withdrawal of candidates; and deadline for receiving originals of faxed or emailed nomination documents

October 5	Required Advance Voting
October 15	**General Voting Day** – 8:00 am to 8:00 pm

- Attached for reference are guidelines, endorsed by Trust Council in September 2008, covering best practices for trustees and staff during the election period.

ATTACHMENT(S)/LINKS:

1. Attachment 1 - Guidelines for Trustees and Staff - Best Practices during the Election Period (from date when nominations open until voting day)
2. Link to Trust Council Bylaw 124: https://islandstrust.bc.ca/document/trust-council-election-procedures-bylaw-no-124/

FOLLOW-UP:

- Development of amended agreements with regional districts to address potential changes to elections administration, to be finalized for Trust Council consideration in June 2022.
- Potential amendments to Islands Trust Council's Election Administration Bylaw to be submitted to Trust Council in June 2022.
- Development of communications program regarding elections matters, to be in place before, during and after the October 2022 elections. Islands Trust website to be updated with current election information for voters and candidates.

Prepared By: Carmen Thiel, Legislative Services Manager

Reviewed By/Date: Russ Hotsenpiller, CAO
Executive Committee – February 23, 2021

Guidelines for Trustees and Staff
Best Practices during the Election Period
(from date when nominations open until voting day)

Endorsed by Trust Council, September 11, 2008

#	Issue/Task	Trustees Best Practices	Staff Best Practices
1	**Staff training / internal communications**		○ Based on the principle of political neutrality, staff need to have increased sensitivity to perceptions of bias and how requests for staff services may benefit a candidate; including incumbents. ○ Ask yourself: is this task or decision authorized by a committee; would the timing of the request be different if there were no election underway and/or; would you do this for a member of the public?
2	**Media releases & Chair Correspondence**	Reinforce the existing Islands Trust Communications Policy with the following provisions: ○ Do not initiate news releases during the election period unless it pertains to a matter which must be urgently communicated to the public and has been approved as such by the Executive Committee or CAO; ○ LTC news releases should be limited to regular business and avoid the perception of self-promotion of any incumbent candidates; ○ There will be no staff support for individual trustee correspondence or media contact after Sept. Trust Council business is cleared.	Reinforce the existing Islands Trust Communications Policy with the following provisions: ○ Obtain management approval for news releases; ○ Post all news releases to the Islands Trust web site; ○ All news releases during the election period must be initiated by staff and be limited to information pertaining to the election, unless they pertain to a matter which must be urgently communicated to the public and has been approved as such by the Executive Committee or CAO; ○ Provide no support for individual trustee correspondence or media contact after Sept. Trust Council business is cleared.

#	Issue/Task	Trustees Best Practices	Staff Best Practices
3	**Other External Communications**	○ Do not publish elections information in mailings, newsletters, in regular newspaper columns or under the islands Trust logo except to provide the web-link or regional district contact.	○ Do not give out or publish elections info except to refer to official websites or to elections staff at relevant Regional Districts. ○ Do not speak about candidates or former trustees in public. ○ Do not make public statements in support of or against any candidates and avoid any activities that could appear impartial.
4	**Media clippings**	○ Trustees will not request any additional media monitoring services, or transcripts.	○ Staff will continue clipping service, but will send only regular news and not campaign-related articles or advertisements. ○ Service will occur within normal time-frames, depending on existing workload.
5	**Requests to staff**	○ Elected officials need to clearly distinguish between campaign work and regular tasks. ○ Once nomination period opens, incumbent candidates should minimize visits to Islands Trust offices. ○ Reduce expectations of election staff regarding non-election tasks. ○ Make no new requests e.g. for compilations of events in the previous term or for anything that could be used to support or challenge a candidate.	○ Staff serve committees, not individual trustees. ○ Managers should provide a quarterly work plan to the committee responsible for their work in advance of the election period. ○ Islands Trust employees take an oath to uphold the values of the BC public service. Staff should not be involved in preparing or supporting the development of campaign material for election candidates.
6	**LTCs**	○ Avoid new work plan items unless by resolution and related to existing TC strategic plan items. ○ Public hearings should be avoided after the end of September.	
7	**Executive Committee**	○ Ensure that elections process is seen to be neutral and not influenced by elected officials, especially incumbent candidates	○ Ensure that elections process is seen to be neutral and not influenced by elected officials, especially incumbent candidates
8	**Trust Council**	○ Schedule Trust Council session in September of election year to review election period best practices.	

#	Issue/Task	Trustees Best Practices	Staff Best Practices
9	**Controlling costs**	○ Incumbents not to use Islands Trust resources– (e.g. buildings, phones, printers or photocopiers) to prepare nomination papers or for other campaign-related meetings or communications.	
10	**Islands Trust corporate identity**	○ Do not use Islands Trust e-mail accounts or letterhead for campaign communications. Please create private e-mail accounts. ○ Do not use Trustee or LTC web-sites to communicate any campaign messages or election information, other than providing links to official sites.	○ Discuss any concerns about the improper use of Islands Trust resources or corporate identity with your supervisor, who will relay concerns to the Director of Trust Area Services.
11	**Bylaw enforcement**	○ Expect any previous decisions of the LTC to be carried out during elections unless a resolution is passed to defer the decision. ○ Take note of file status during the Bylaw Enforcement review at September Trust Council	○ Continue to investigate and enforce bylaw infraction complaints as normal. ○ Carry out LTC resolutions to enforce bylaws (including litigation) unless directed by a resolution of the LTC to refrain.
12	**Candidate Information**	○ Do not ask for campaign-related information that is not available to all candidates.	○ In nomination package, encourage all candidates to subscribe to on-line subscription service.
13	**Data sharing**	○ Where available, lists of registered electors are provided to candidates through the Regional District elections staff. Service contracts with Regional Districts encourage the development of high-quality elector lists.	○ Do not provide candidates, including incumbents, with names and mailing addresses of non-resident property owners from internal or BCAA data banks.
14	**FOI Requests**	○ Be aware of the potential for FOIPP requests preceding and during the campaign period.	○ Process Requests for information made under the FOIPP Act in accordance with normal timelines and other work demands.

Islands Trust Council Plan for Continuous Learning

2018-2022 Term

Updated February 18, 2022

Year	Trust Council Meeting	Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2022	March	Budget Information Webinar – January 27, 2022			Wells and Groundwater Licensing in the Trust Webinar – February 3, 2022
	June	**TBD**	**TBD**	**TBD**	**TBD**
	September	**TBD**	**TBD**	**TBD**	**TBD**
	November	**TBD**	**TBD**	**TBD**	**TBD**
	December	**TBD**	**TBD**	**TBD**	**TBD**
Year	**Trust Council Meeting**	**Trust Wide and Administrative Topics**	**Legal and Governance Topics**	**Planning How-To**	**Working With Others**
2021	December	NA	NA	NA	NA
	September				Coast Guard Oil Spill Response Vessel Drift Analysis San Juan County
	June	NA	NA	NA	NA
	March	NA	NA	NA	NA
Year	**Trust Council Meeting**	**Trust Wide and Administrative Topics**	**Legal and Governance Topics**	**Planning How-To**	**Working With Others**
2020	December	NA	Bill Buholzer – Closed Session Best Practices for Governance/Staff Relations	NA	NA

			Kevin Ramsay - Presenter		
	September	Dr. Richard Hebda/tabled	NA	NA	NA
	June	Conducting electronic meetings	NA	NA	NA
	March	FOI – Open Meetings Conflict of Interest – closed session, March 11, 2020	NA	Water License Branch session- via webinar on March 3, 2020	Climate change related topics including enforcement, bylaw sharing associated with climate change
Year	**Trust Council Meeting**	**Trust Wide and Administrative Topics**	**Legal and Governance Topics**	**Planning How-To**	**Working With Others**
2019	December (Victoria)	Strategic Plan Residential/Industrial schools session	NA	NA	National Marine Conservation Area Reserve
	September (Bowen)	Strategic Plan	Role of the Executive Committee	NA	Indigenous Law
	June (Galiano)	Strategic Plan	What Elected Officials Need to Know about FOI & Protection of Privacy Training (LGMA) June 25th webinar.	NA	Chair, Vice Chair, Committee Chairs & ITC Chair training
	March 2019 (Gabriola)	Strategic Plan	Young/Anderson Introduction Bill Buholzer	NA	NA
	January 2019 Nanaimo	Strategic Plan	Orientation	NA	NA

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

1. West Coast Environmental Law re foreshore jurisdiction **added December 2019**
2. Bylaw enforcement processes **added December 2019**
3. Department of Fisheries and Oceans re fish stocks in dire straits **added December 2019**
4. Elected officials and/or staff on how the political government works **added December 2019**
5. Foreshore erosion and middens **added December 2019**
6. Community engagement for stewardship **added December 2019**
7. First Nations return to the lands and water **added December 2019**
8. Climate change related topics including enforcement, bylaw sharing associated with climate change

9. Private Managed Forest Lands (PMFL)
10. Housing agreements and how they work
11. First Nations relationship building
12. How we measure Preserve and Protect
13. Public Engagement tools associated from IAP2/**prioritized Sept 2021**
14. Agency liaison such as Agricultural Land Commission
15. Business type training including Microsoft products
16. ALC session with CEO and Chair - aim for September TC
17. How to craft a resolution
18. Dr. Richard Hebda webinar or presentation **added March 2020**
19. Managing the opportunity of change in the COVID moment **added June 2020**
20. Training Session on cannabis production issues and regulation **added November 9, 2020**
21. Jessica Wood (ADM with MIRR) and/or Merle Alexander to speak added **March 24, 2021**

Print Date: February 3, 2022

Top Priorities Report

Regional Planning Committee

1. *Manage Trust Council Strategic Plan Action Items 1.2., 2.2., 2.3., 2.4., 2.5., 4.4iii., 4.4 iv., and 4.8*	Responsible	Dates
Strategic Plan item #1.2 - Model CDF bylaws - to begin fall 2021 Strategic Plan item #2.2 - Map extent of Eelgrass beds - underway,, consultant engaged completion December 2021 Strategic Plan item #2.3 - Shoreline Review - David Marlor Strategic Plan item #2.4 - Freshwater Sustainability Strategy - Narissa Chadwick and William Shulba Strategic Plan item #2.5 - Groundwater Mapping - William Shulba Strategic Plan item #4.4 iii - Using Floor Area Ratio for Affordable housing - to Trust Council September 2021 - David Marlor Strategic Plan item #4.4 iv- Model density bonus bylaws for Affordable housing - start in September 2021 - David Marlor Strategic Plan item #4.8- develop heritage conservation overlay mapping - underway, consultant engaged - Lisa Wilox/David Marlor	David Marlor Narrisa Chadwick William Shulba	Rec'd: 29-Jul-2020 Target: 31-Mar-2022

Projects Report

Regional Planning Committee

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

2. *Preserve, protect and advocate for forest and terrestrial ecosystems*	Responsible	Date Received
1. Map contiguous tracts of the Coastal Douglas-fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems (underway by contractor for completion March 31, 2020) (2018-2022 Strategic Plan item 1.1). 2. Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area (2018-2022 Strategic Plan item 1.2).		12-Feb-2020

3. *Preserve and protect marine ecosystems*	Responsible	Date Received
1. Map the extent of eelgrass and kelp beds throughout the Trust Area (2018-2022 Strategic Plan item 2.2). 2. Undertake a review of Local Trust Committee- Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore (2018-2022 Strategic Plan item 2.3).		12-Feb-2020

4. *Protect quality and quantity of fresh water resources of the Trust Area*	Responsible	Date Received

Regional Planning Committee

1. Map and develop water budgets for groundwater aquifers in the Trust Area (2018-2022 Strategic Plan item 2.5) 2. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (2018-2022 Strategic Plan item 2.6).	12-Feb-2020

5. *Strengthen housing affordability throughout the Islands Trust Area*	Responsible	Date Received
Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council: 1. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 4.4 iii). 2. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 4.4 iv). 3. Develop model bylaws to address the use of building stratas as a tool for affordable housing (2018-2022 Strategic Plan item 4.4 v).		12-Feb-2020

6. *Mitigate and adapt to climate change impacts*	Responsible	Date Received
1. Amend Official Community Plans and land use bylaws to foster climate change resilience, including measures to protect Coastal Douglas fir, foreshore and nearshore environments and groundwater. (2018-2022 Strategic Plan item 3.2).		12-Feb-2020

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 9, 2022
From:	**Warren Dingman, Bylaw Compliance and Enforcement Manager**	**Date Prepared:**	February 16, 2022
SUBJECT:	**Bylaw Enforcement Statistical Reports**		

PURPOSE:

This report summarizes the number and type of bylaw enforcement files for 2021.

BACKGROUND:

There were 543 open files at the end of the reporting period, with a large number (147) being files for short-term vacation rentals, with the greatest number (99) being on Salt Spring. Proactive enforcement against short-term vacation rentals remains the priority for staff.

As the result of investigations and enforcement actions into open bylaw compliance and enforcement files, 40 Bylaw Violation Notices (BVNs) were issued for 16 files in the Northern Local Trust Areas (LTA) and 8 compliance agreements were signed; 29 BVNs for 19 files in the Southern LTAs, with 3 signed compliance agreements and requests for agreements on two others; and for Salt Spring 41 BVNs were written for 12 files, with 3 signed compliance agreements. For all LTAs, four files are responsible for over 40 per cent of the violation notices issued.

There were a total of three days of adjudication hearings held during the year and they involved 7 separate files: we were successful in all but one. Currently, there are 10 files that are waiting for an adjudication hearing, and 8 files remain subject to small claims action and non-payment will result in a notice on title.

ATTACHMENT(S):

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

Prepared By:	**Warren Dingman, Bylaw Compliance and Enforcement Manager**
Reviewed By/Date:	**David Marlor, Director Local Planning Services, February 18, 2022**

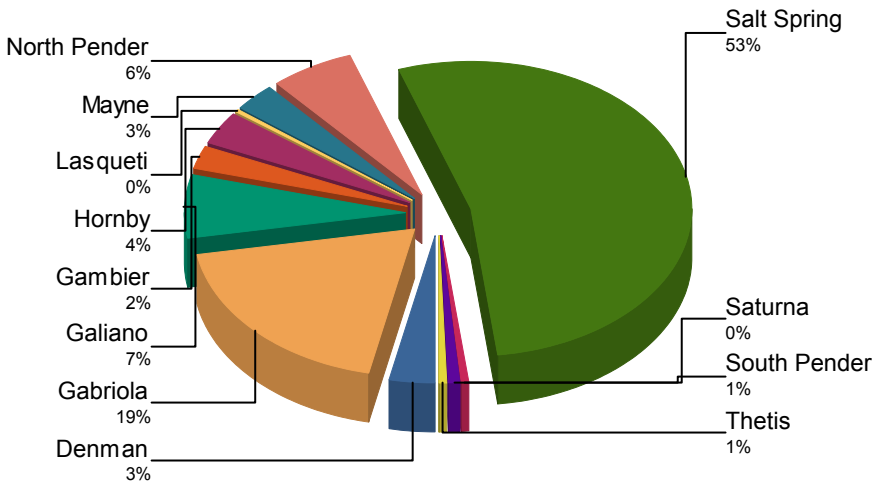
Islands Trust

Bylaw Enforcement - New Files as of December 31, 2021

Local Trust Area	2018		2019		2020		2021		2021 Q1		2021 Q2		2021 Q3		2021 Q4*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Denman	32	12%	6	2%	12	5%	11	3%	7	4%	5	5%	3	3%	0	0%
Gabriola	19	7%	52	20%	46	18%	62	19%	13	7%	16	17%	38	39%	12	29%
Galiano	22	8%	45	17%	14	6%	23	7%	8	5%	9	9%	9	9%	6	15%
Gambier	4	1%	6	2%	10	4%	8	2%	3	2%	5	5%	2	2%	0	0%
Hornby	10	4%	9	3%	23	9%	12	4%	7	4%	3	3%	3	3%	2	5%
Lasqueti	0	0%	4	2%	1	0%	1	0%	0	0%	0	0%	0	0%	1	2%
Mayne	22	8%	13	5%	10	4%	10	3%	5	3%	4	4%	2	2%	3	7%
North Pender	27	10%	42	16%	38	15%	20	6%	7	4%	11	11%	9	9%	2	5%
Saturna	8	3%	3	1%	3	1%	1	0%	1	1%	0	0%	0	0%	0	0%
South Pender	3	1%	2	1%	7	3%	3	1%	2	1%	1	1%	0	0%	0	0%
Salt Spring	125	45%	81	30%	84	34%	176	53%	123	69%	42	44%	30	31%	15	37%
Thetis	3	1%	3	1%	1	0%	2	1%	1	1%	0	0%	1	1%	0	0%
TOTAL	275	100%	266	100%	249	100%	329	100%	177	100%	96	100%	97	100%	41	100%

*2021 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2021

New Files in 2021



Print Date: February 15, 2022

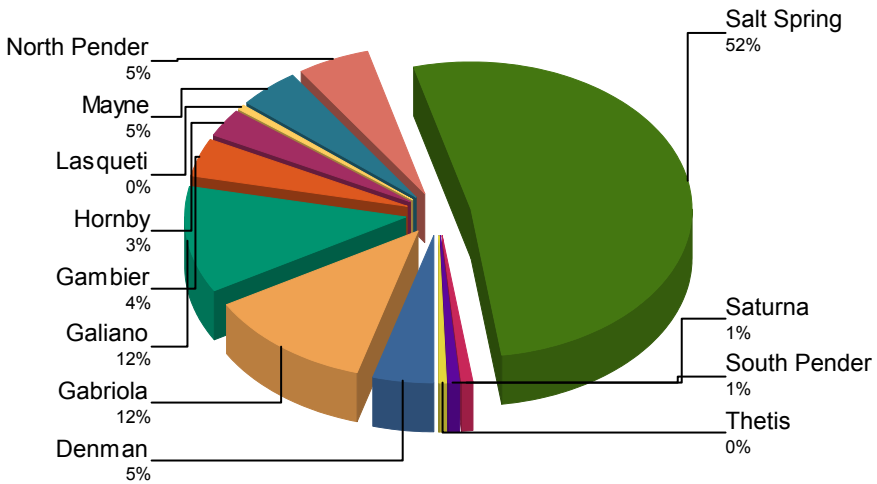
Islands Trust

Bylaw Enforcement - Closed Files as of December 31, 2021

Local Trust Area	2018		2019		2020		2021		2021 Q1		2021 Q2		2021 Q3		2021 Q4*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	18	8%	13	6%	6	4%	10	5%	4	5%	7	8%	6	5%	0	0%
Gabriola	26	12%	46	21%	29	20%	27	12%	8	10%	12	14%	12	10%	2	33%
Galiano	20	9%	24	11%	14	9%	26	12%	10	13%	14	16%	16	13%	0	0%
Gambier	2	1%	1	0%	6	4%	9	4%	3	4%	5	6%	3	2%	0	0%
Hornby	5	2%	9	4%	11	7%	7	3%	2	3%	4	5%	2	2%	2	33%
Lasqueti	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	1	1%	0	0%
Mayne	12	5%	20	9%	4	3%	10	5%	2	3%	5	6%	6	5%	0	0%
North Pender	26	12%	34	16%	17	11%	12	5%	3	4%	9	11%	7	6%	0	0%
Saturna	5	2%	3	1%	5	3%	2	1%	2	3%	0	0%	0	0%	0	0%
South Pender	1	0%	3	1%	3	2%	2	1%	0	0%	2	2%	2	2%	0	0%
Salt Spring	102	46%	62	29%	50	34%	115	52%	44	56%	27	32%	66	55%	2	33%
Thetis	5	2%	1	0%	3	2%	1	0%	1	1%	0	0%	0	0%	0	0%
TOTAL	222	100%	216	100%	148	100%	222	100%	79	100%	85	100%	121	100%	6	100%

*2021 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2021

Closed Files in 2021



Print Date: February 15, 2022

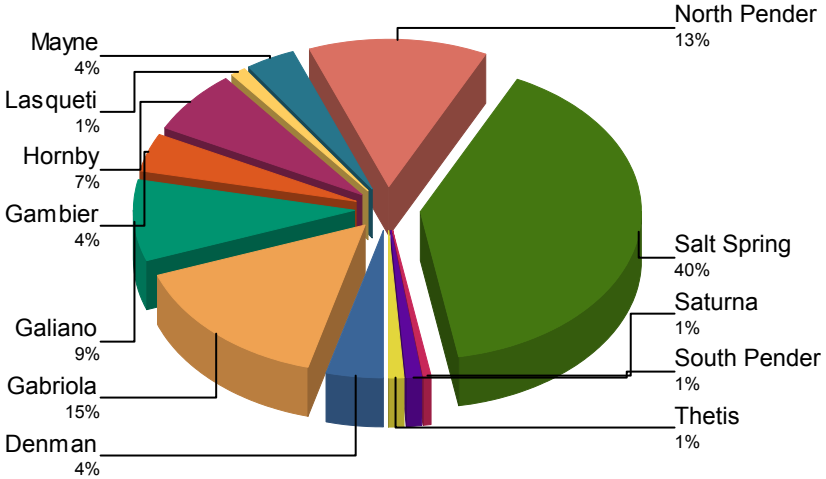
Islands Trust

Bylaw Enforcement - Open Files as of December 31, 2021

Local Trust Area	2018		2019		2020		2021		2021 Q1		2021 Q2		2021 Q3		2021 Q4*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	22	8%	15	4%	21	5%	22	4%	25	5%	22	4%	22	4%	22	4%
Gabriola	26	9%	32	9%	49	11%	83	15%	54	10%	59	12%	85	16%	84	15%
Galiano	30	11%	51	15%	51	12%	48	9%	53	10%	45	9%	48	9%	48	9%
Gambier	15	5%	20	6%	24	5%	23	4%	24	4%	24	5%	23	4%	23	4%
Hornby	20	7%	20	6%	32	7%	37	7%	37	7%	38	8%	39	7%	37	7%
Lasqueti	2	1%	6	2%	7	2%	7	1%	7	1%	7	1%	6	1%	7	1%
Mayne	21	7%	14	4%	20	5%	19	4%	23	4%	21	4%	19	4%	20	4%
North Pender	33	12%	41	12%	62	14%	70	13%	66	12%	68	14%	69	13%	70	13%
Saturna	5	2%	6	2%	4	1%	3	1%	3	1%	3	1%	3	1%	3	1%
South Pender	2	1%	1	0%	5	1%	6	1%	8	1%	6	1%	6	1%	6	1%
Salt Spring	103	36%	124	37%	158	36%	217	40%	248	45%	202	40%	215	40%	217	40%
Thetis	5	2%	7	2%	5	1%	6	1%	5	1%	5	1%	6	1%	6	1%
TOTAL	284	100%	337	100%	438	100%	541	100%	553	100%	500	100%	541	100%	543	100%

*2021 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2021

Open Files in 2021



Print Date: February 15, 2022

Islands Trust

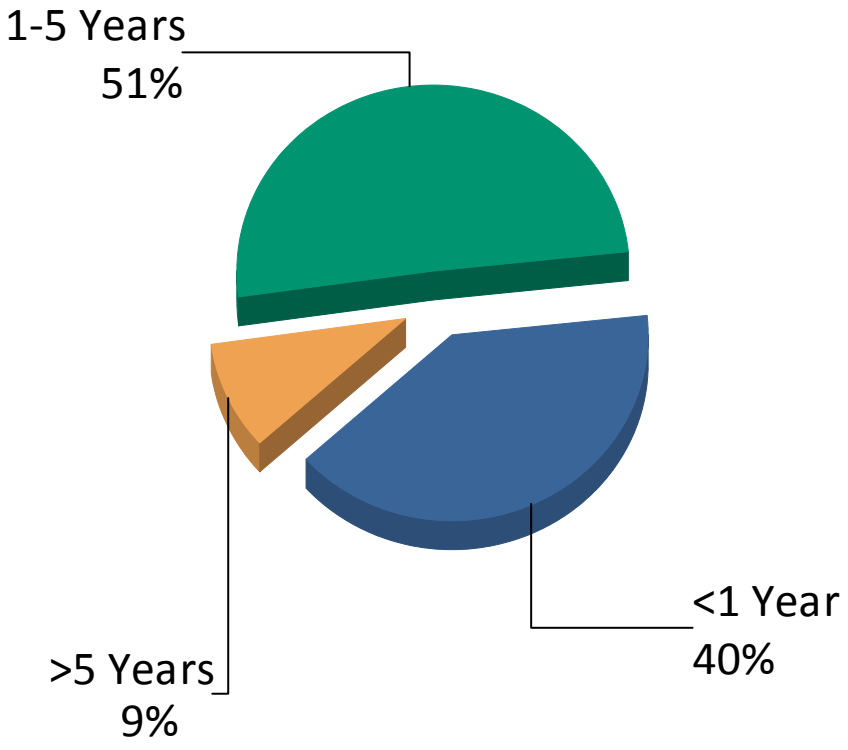
Bylaw Enforcement Open Files by Violation Type as of December 31, 2021

	Violation Type											
	LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Density	Other Land Use	TOTALS	Percentage
Denman	3	0	0	3		6	1	5	1	3	22	4%
Ballenas-Winchelsea	0	0	0	0		0	0	0	0	0	0	0%
Gabriola	5	2	3	8		13	15	23	2	13	84	16%
Galiano	9	2	1	10		11	0	10	1	4	48	9%
Gambier	3	5	1	13		0	0	1	0	0	23	4%
Hornby	1	0	3	6		11	0	10	1	5	37	7%
Lasqueti		0	0	0		0		1	0	6	7	1%
Mayne	1	1	0	5		3		3	1	5	20	4%
North Pender	9	2	4	2		3	18	20	1	11	70	13%
Salt Spring	19	5	7	16	4	99	2	37	3	23	215	40%
Saturna	1	0	0	0		0	0	2	0	0	3	1%
South Pender	0	0	1	0		0	3	1	0	1	6	1%
Thetis		2	0	1		1	0	1	0	1	6	1%
TOTAL	51	19	20	64	4	147	40	114	10	72	541	100%
Percentage	9%	4%	4%	12%	1%	27%	7%	21%	2%	13%	100%	

Bylaw Enforcement
Length of Time Files Have Been Open
As Of December 31, 2021

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	9	9	4	22
Ballenas-Winchelsea	0	0	0	0
Gabriola	47	33	4	84
Galiano	17	25	6	48
Gambier	3	14	6	23
Hornby	7	19	11	37
Lasqueti	1	5	1	7
Mayne	7	13	0	20
North Pender	18	48	4	70
Salt Spring	106	98	13	217
Saturna	0	3	0	3
South Pender	1	5	0	6
Thetis	1	3	2	6
TOTAL	217	275	51	543
Percentage %	40%	51%	9%	

Age of File



Print Date: February 15, 2022

Local Planning Services
REPORT
March 2022 Trust Council

Date: 17/02/2022

General Comments

Local Planning Services Renewal
The Regional Planning Committee (RPC) has drafted amendments to Trust Council Best Practices for Service delivery to Local Trust Committees, which is on the March agenda for discussion and feedback. The intent is to bring a final document for approval to June Trust Council.

Electronic Meetings
At time of Trust Council meeting, all of those local trust committees that wish to do so, should have adopted amendment meeting procedure bylaws to allow electronic meeting.

Legislative Updates to Planning Processes

Bill 26 is had third reading on November 3, 2021 and, following Royal Assent, all of the provisions in it will come into force by regulation on February 28, 2022. From a planning perspective, Bill 26 makes the following changes:

1. Changes the approach to advertising public hearing so that a public hearing is not required if the bylaw amendment is consistent with the Official Community Plan. However, notice is required to let people know the date of 1st reading of the bylaw. Currently, local trust committee can, by resolution, waive a public hearing and if they do so, provide notice of that. Local Planning Services made the necessary changes to procedures to meet the new legislation in late February.
2. Changes the way notices must be provided, with a new default approach set up in legislation that provides flexibility, as well as ability for local trust committees to adopt, by bylaw, a different approach to providing meeting notices. Currently, public hearing notices must be posted in two consecutive editions of a newspaper that publishes at least weekly. . Local Planning Services made the necessary changes to procedures to meet the new legislation in late February.
3. Allows delegation, by bylaw, of minor development variance permits (DVPs). The proposed legislation limits the types of DVPs that may be delegated and requires guidelines for staff when issuing DVPs, and requires that the delegating bylaw defines what is a minor variance. Staff will be reporting to the Executive Committee with intent to draft a model bylaw that includes definition of minor and delegation language to meet the legislation. Each local trust committee would then need adopt the bylaw in order to allow staff to issue certain minor development variance permits.

The Province has also amended the Islands Trust Regulation (BC Reg 119/90) to permit local trust committees, by bylaw, to delegate issuance of development permits to planning staff. This regulation is already in force. Staff will be reporting to the Executive Committee with intent to draft a model bylaw that includes delegation language to meet the legislation. Each local trust committee would then need adopt the bylaw in order to allow staff to issue development permits.

The next steps for all of the above is for staff to develop a coordinated approach to advising trust committees of these options, and where there is a desire to take advantage of these new powers, to develop draft bylaw amendments. This work is expected to take place next year once the relevant provisions in Bill 26 are brought into force by regulation.

Policy Planning
Policy planning includes all of the proactive planning work being undertaken by the local trust committees and Regional Planning Committee (RPC).

The Regional Planning Committee (RPC) is focussed on completing the Freshwater Sustainability Strategy. The following items are actively being worked on:

- **Item 1.2 – Model development permit to protect CDF** – as Salt Spring Local Trust Committee is working on CDF, and due to other resource requirements, the Regional Planning Committee has not started work on this project and will not complete it this fiscal. The results of the Salt Spring work could be used to develop an Islands Trust wide model bylaw.
- **Item 2.2 – Eelgrass Mapping** – contract awarded by competitive bid process to Moran Coastal and Ocean Resources Ltd to undertake a level 1 (aerial and orthophoto) survey, and map all eelgrass in the Trust Area not already recently mapped (Mayne and Bowen were completed recently). Level 2 survey will be decided based on need and future fiscal year budgets. Level 1 survey is completed and will be made available to planners through TAPIS.
- **Item 2.3 – Shoreline Review** – Work completed. As requested by Trust Council, report was forwarded to local trust committees and Bowen Island Municipality.
- **Item 2.4 – Freshwater Strategy** reported below under Senior Freshwater Specialist section.
- **Item 2.5 – Groundwater Mapping** – reported below under Senior freshwater Specialist section.
- **Item 2.6 – model land use regulations for freshwater sustainability** – To be informed by the Groundwater Implementation projects currently in process on Galiano and North Pender which are estimated to be completed by fall 2022.
- **Item 4.4iii – (Affordable housing) Floor Area Ratio Density Metric Model Bylaw** - Consultant Report received by the Regional Planning Committee, forwarded to Trust Council and returned to Regional Planning Committee for additions. Further work is pending.
- **Item 4.4iv – (Affordable housing) Model Density Bonus Bylaw** – as the Regional Planning Committee has requested funding in 2022/23 to undertake a workshop with planner on coordinated approach to model bylaws for affordable housing, work on model density bonus bylaw was not started. This would be included as part of any work coming out of the workshop.
- **Item 4.8 – Heritage preservation Overlay Mapping** – Contract awarded via competitive bid process to Inlailawatash. Work will focus on relationship building with First Nations and identification of methodology. Some funding provided through Healthy Watersheds Initiative. Work underway and will continue into FY 2022/23 subject to funding approval by Trust Council.

Throughout the 13 local trust committees, there are 39 top priorities. These are listed in detail on the Top Priorities Chart in the Trust Council Agenda. The Regional Planning Team, consisting of two Island Planners, continues to work on 8 transitional projects as follows:

- Two projects over 60 per cent complete (Mayne flexible housing and Land Use Bylaw and Official Community Plan minor amendments);
- Three projects close to 40% of the way through the process (North Pender Groundwater Sustainability Implementation, Galiano Groundwater Sustainability Implementation, and Salt Spring Weston Lake Water Availability); and
- Three projects just starting or in early phase of the process (Salt Spring Protection of the Coastal Douglas-fir Zone and Association Ecosystems, Proof of water at subdivision, and Watershed Stewardship). The Coastal Douglas-fir Zone and Association Ecosystems has been in a long project definition phase, and the title may be changed to reflect a change of focus to wildfire mitigation, pending local trust committee consideration of a revised Project Charter.

Current Planning
Current planning includes processing of all of the applications and referrals received by local trust committees. Since May 15, 2021, to August 27, 2021, we have received 85 new applications, 62 of which are building permits, Crown land or other such referrals. Staff received 10 development variance permit applications, 6 development

permit applications, one Temporary Use Permit application, three subdivision applications, two Agricultural Land Reserve applications, one Board of Variance applications. .

In total, including applications opened prior to May 15, 2021, there are 150 open applications, 22 less than reported to Trust Council in September 2021. This is normal year-over-year as application volumes tend to increase in Spring and decrease in the Winter each year.

Freshwater Sustainability Initiatives
The Senior Freshwater Specialist and the Island Planner assigned to the Regional Planning Committee have been focused on freshwater projects with a specific lens on the Reconciliation Declaration and Declaration of Climate Emergency, and Trust Council's Strategic Plan.

Strategic Plan Item 2.4 - Freshwater Sustainability Strategy and Implementation Project
The Healthy Watersheds Initiative fund signed in February 2021 with WatershedsBC, provided $30,000 for FY2020/21 and $215,000 in FY2021/22. This funding support the development of the Freshwater Sustainability Strategy (FWSS) and a number of implementation projects. A draft strategy was presented to Regional Planning Committee in November and was presented to Trust Council in December.

Implementation projects currently underway as follows:

- **Heritage Preservation Overlay Mapping (Phase 1)** – Consultant has been hired and work is underway.
- **Hornby Island Healthy Watersheds Project** – This work includes the development of an on island water quality monitoring program. Watershed resilience mapping was used to determine a Healthy Watershed Index and was completed on Hornby and Lasqueti islands.
- **Galiano EcoCultural Mapping Project –** This project weaves together indigenous ways of knowing and Western ecological science into an ecocultural map of Retreat Cove on Galiano Island.
- **Salt Spring Island Stream Restoration** – Work is underway under the management of the Islands Trust Conservancy. Additional funding from WatershedsBC Healthy Watersheds Initiative will support training and employment opportunities for Indigenous youth.
- **Indigenous Youth Engagement –** Naut' sa mawt Tribal Council's events management team has been contracted to facilitate Indigenous youth engagement. This has involved the organization of two youth and elder talking circles and the launch of a freshwater art contest for Indigenous youth, the creation of three films related to Indigenous perspective on water and planning and support of an Indigenous youth and elders retreat.

Strategic Plan Item 2.5 Groundwater Recharge Mapping Project
The Islands Trust Area Groundwater Recharge Mapping Project is a multi-year project. The main objective of this project is to determine groundwater recharge potential across the Islands Trust Area for the purposes of aquifer protection and groundwater availability assessments for sustainable long-term resource management.

Recharge potential mapping is complete and has been reviewed for the Mayne, North Pender, South Pender, Galiano, Saturna and will be posted on our website and internal Trust Area Property Information System by December 1, 2021,. Denman, Hornby, and Gabriola are also complete. A request for proposal is being created to continue work in FY22/23 for Salt Spring, Thetis, Valdez, Lasqueti, Bowen Island, Howe Sound and select associated islands.

Salt Water Intrusion Mapping
The Senior Freshwater Specialist is a project team member working with the Ministry of Environment and Climate Change Strategy and Ministry of Forest, Lands, Natural Resource Operations and Rural Development (FLNRORD) to determine salt water intrusion risk to groundwater resources in the Islands Trust Area and the surrounding coast to Haida Gwaii. The program completed at the end of FY20/21 and the Province has stated that the data will be public in 2022.

Land Use Planning Support

The Senior Freshwater Specialist continues to support the work of Local Planning Services by responding to land-use planning applications requiring water authorizations, re-zoning applications with considerations of watershed ecosystems, and providing a freshwater lens on other policy driven local trust committee projects.

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 9, 2022
From:	**Lisa Wilcox, SIPA**	**Date Prepared:**	February 17, 2022
SUBJECT:	**Engagement and Intergovernmental Relations between Islands Trust and First Nations and Other Agencies mid-November 2021 to mid-February 2022, including reconciliation and the heritage overlay project**		

PURPOSE:

The purpose of this briefing is to provide a Quarterly Report that outlines the facilitation and work that was undertaken by the Islands Trust to create understanding and mutually respectful relationships within the Islands Trust Area with Indigenous and non-Indigenous community and families, First Nations representatives, governments, and Treaty Alliances, along with interagency collaboration and meetings. Each quarter the Islands Trust staff and various trustees may engage in early and meaningful dialogue with First Nations governments and their representatives at a government-to-government level.

ENGAGEMENT:

- Workshop with faculty of SFU regarding the Xwe'etay/ Lasqueti Project and Reconciliation workshop attended by community throughout the Islands Trust area – November 17, 2021;
- Workshop with the Ganges Village Planning Task Force – November 18, 2021;
- Dialogue with Gabriola Housing Society re: reconciliation and guiding principles – November 18, 2021;
- Meeting with FLNR staff re: crown land tenures and collaboration – November 18, 2021;
- Community to Community Forum hosted by Comox Valley Regional District re: building relationships and reconciliation – November 15, 2021;
- ITC Board member training re: reconciliation training and orientation – November 25, 2021;
- Meeting with Assistant Deputy Minister FLNR re: crown land agreements – December 8, 2021;
- Meeting with Inlailawatash re: Phase 1 Heritage Preservation Overlay – December 10, 2021, January 26, 2022, February 4, 2022;
- Orientation training ISL Engineering re: reconciliation and Islands Trust reconciliation principles – December 14, 2021;
- Meeting with Ministry of Transport re: collaboration agreements and engagement – January 28, 2022;
- Meeting with K'ómoks First Nation representatives re: cooperation and conservancy areas – February 3, 2022;
- Meeting with Assistant Deputy Minister FLNR re: crown land agreements – February 9, 2022;
- Meeting with Lyackson staff representatives – team lead Clare Frater – February 11, 2022;
- Correspondence to:
    - Lyackson First Nation re: relationship building, meeting request – December 17, 2021;
    - Snaw naw as First Nation re: relationship building, meeting request – December 17, 2021;

- Penelakut First Nation re: C2C funding and site tours – on behalf of Thetis LTC – January 24, 2022;
- Lyackson First Nation re: C2C funding and site tours – on behalf of Thetis LTC – January 24, 2022;
- Capacity funding letters to First Nations re: Ganges Village Plan – team lead Louisa Garbo – February 14, 2022;
- Capacity funding letters with new draft of amended Policy Statement sent to:
    - BOḰEĆEN (Pauquachin) First Nation
    - Cowichan Tribes – response received
    - Cowichan Tribal Alliance
    - K'ómoks (Comox) First Nation
    - Lyackson First Nation
    - MÁLEXEŁ (Malahat) Nation – response received
    - Naut'sa mawt Tribal Council (NmTC)
    - Penelakut Tribe
    - Qualicum First Nation
    - scəw̓aθən məsteyəxʷ (Tsawwassen)
    - səlilw̓ ətaʔɬ (Tsleil-waututh) Nation – response received
    - Semiahma First Nation
    - shíshálh (Sechelt) First Nation
    - Sḵwxwú7mesh (Squamish) Nation
    - Snaw-naw-as (Nanoose) First Nation
    - Snuneymuxw (Nanaimo) First Nation – response received
    - Spune'luxutth (Penelakut) Tribe
    - SȾÁUTW̱ (Tsawout) First Nation
    - Stz'uminus (Chemainus) First Nation
    - ɬəʔamɛn qaymɩxʷ (Tla'amin) Nation – response received
    - toq qaymɩxʷ (Klahoose) First Nation
    - T'Sou-ke Nation
    - Ts'uubaa-asatx Nation (Lake Cowichan)
    - We Wai Kai First Nation
    - Wei Wai Kum First Nation – response received
    - W̱JOŁEŁP (Tsartlip) First Nation
    - W̱SÁNEĆ Leadership Council Society – response received
    - W̱ SIḴEM (Tseycum) First Nation
    - Xeláltxw (Halalt) First Nation
    - Xwémalhkwu/ʔop qaymɩxʷ (Homalco)
    - xʷməθkʷəy̓əm (Musqueam)

PROJECTS AND INITIATIVES:

- Submission of Heritage BC 150 Time Immemorial Grant – team lead Mike Richards – December 2021;
- Collaboration on Living in the Trust brochures and mailout – team lead Tara Tadesco – December 2021;
- Official Community Plan process review and dialogue – December 2021;
- Draft Official Community Plan language for South Pender LTC – December 2021;
- Gambier LTC Official Community Plan review – December 2021;
- Mayne Island LTC Official Community Plan review – December 2021;
- Thetis Island LTC Community to Community funding – January 2022;
- Reconciliation Action Plan 4.3 Cultural Knowledge and Engagement Program
- Freshwater Strategy – team leads Narissa Chadwick and Gillian Nicol

- Working with Naut'as mawt Tribal Council Event Planning to host a webinar/workshop series called "Aspiring Leaders" for indigenous youth living within the Trust Area. This series explores different areas of leadership: entrepreneurship, indigenous law, governance, creativity, and cultural knowledge.
- Creation of two videos with Cultural Knowledge Holders and youth regarding the importance of water and our need to protect it along with restoring steams
- Engagement of two Indigenous Youth in watershed restoration work on Salt spring Island
- Two Indigenous Elder and Youth online session sharing cultural practices and values related to freshwater
- Engagement of Cultural Knowledge Holders in the development and review of the Freshwater Sustainability Strategy

- Heritage Preservation Overlay Initiative:
  - Islands Trust has the opportunity to transform the way cultural heritage is managed throughout the Islands Trust Area. The Heritage Preservation Overlay Mapping Project prioritizes the protection and management of cultural heritage throughout the Islands Trust Area so that the pristine and sensitive environment and the extensive can be enjoyed for generations, while the extensive cultural heritage can be protected. The Project allows for the integration of a variety of data sets for a more holistic approach to detecting and managing heritage.

    The co-development of Cultural Heritage Management Areas (CHMAs) with First Nations, which builds on existing provincial legislation, will provide specific management strategies and alert homeowners and developers early in the process to the extra steps that need to be taken prior to any development within the treaty and territorial lands of First Nations within the Islands Trust Area.

    At the same time, it will also be a process that ensures local First Nations have a voice and direct the management of their heritage. The management strategies will be developed so that the values of the First Nations that have called this area home since time immemorial are at the forefront, and intangible heritage will no longer be overlooked or undervalued. Centering Indigenous needs, wants, and values in the development of robust heritage management strategies, that have clear guidelines, means that impacts to their heritage can be prevented, and certainty is created in the application process.

    This project presents the opportunity for local government to work towards reconciliation through the implementation of DRIPA (Bill 41) and the Truth and Reconciliation Commission Calls to Action. Cultural heritage represents different values to different people, and it needs to be managed (preferably by First Nations) so that it can be preserved and protected, ensuring the continuation of cultural connections to the islands, and the invaluable understanding that preservation has to the language, well-being, and communities that call these islands their home.

ATTACHMENT(S):

1. Heritage Preservation Overlay Phase 1 External Report by Inlailawatash

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Prepared By: Lisa Wilcox, Senior Intergovernmental Policy Advisor, Trust Area Services
Reviewed By/Date: David Marlor, Director, Land Use Planning, Feb , 2022

Russ Hotsenpiller, CAO, Feb , 2022

Islands Trust Heritage Preservation Overlay: Phase 1 Report

Managing Heritage Throughout the Islands Trust Area

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November 29, 2021
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Credits

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1. Inlailawatash Limited Partnership

Inlailawatash

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1 Introduction

Water is essential to life. Humans throughout history and across the globe know this important fact.

Water has shaped the landscape within and surrounding the Islands Trust Area contributing to its unique natural heritage, notable ecosystems, and rare species, some of which are at risk. For millennia Indigenous peoples utilized the watershed that encapsulates the Islands Trust Area, adapting and innovating in response to changes in sea levels, vegetation, people, and wildlife (both marine and terrestrial) (Carlson 1960, 2008; Kenady et al. 2011; Fedje et al. 2009; McLay 1999). Water is a critical feature for archaeological sites (i.e., Indigenous cultural heritage) throughout the Islands Trust Area. Close freshwater sources were essential for villages and camps (as evidenced by the presence of cultural shell deposits and other cultural belongings in their proximity). Streams served as corridors to access plant and tree resources further inland on the islands. The ocean provided, and still provides, a bounty of resources which became a common saying across coastal communities that "when the tide is out, the table is set". Water is almost always intrinsically linked with archaeology.

Protecting natural *and* cultural resources for current and future residents of the Islands Trust Area is important as they are inherently connected, they cannot be separated from the context in which they reside. Stewardship is vital to maintaining both ecological and cultural features that are unique within British Columbia because they have value to living peoples who enjoy the Islands Trust Area and who choose to live there. Prior to the forced removal of Indigenous peoples from their lands, many First Nations had made their home in the Islands Trust Area for thousands of years. Today, Lyackson Nation and Penelakut Nation occupy space within these islands (Valdes Island and Penelakut Islands respectively) but for years, Indigenous peoples watched over and cared for these islands and the watershed, cared for family members on these islands, celebrated, danced, sang, and built relationships on these islands between each other, the natural world, and the supernatural. This is evident in some of the densest concentrations of recorded archaeological sites in the province (Hul'qumi'num Treaty Group 2005; McLay 2004:16). However, protection and conservation of cultural heritage has never been a part of the core mandate within the Islands Trust Area and the governing bodies responsible for its protection.

This report is the first phase of the Heritage Preservation Overlay Mapping Project and an initial step towards heritage management within the Islands Trust Area (see also McLay 2004:16). This

report outlines existing heritage legislation in British Columbia and highlights the need to reconcile and work together with First Nations communities relative to their own local governance, laws and protocols as illuminated by Bill 41 *Declaration on the Rights of Indigenous Peoples Act* (DRIPA)[1]. Additionally, this report identifies gaps in the current practices for protection of cultural heritage and suggests a path forward for integrating local government policies (i.e., the Local Trusts that comprise Islands Trust), provincial legislation (e.g., *Heritage Conservation* Act, RSBC 1996, Chap.187), and engagement and consultation with local First Nations, whose ancestors resided across these islands, and for which descendant community members still live on the land today.

2 What is Cultural Heritage

Cultural heritage refers to land (whether designated or not), including land covered by water, that has heritage value to British Columbia, a community, or Indigenous peoples (RSBC 1996, Chap.187). Cultural heritage can be tangible or intangible. Tangible heritage refers to places where material remains (i.e., features and belongings/artifacts) mark past activities, resource use, and/or settlement by Indigenous peoples, such as an archaeological site. Whereas intangible heritage refers to important cultural and spiritual places that are sometimes without archaeological materials, but they are still used or known within the collective knowledge of Indigenous communities. Both tangible and intangible heritage contribute to a sense of identity, one that is reflected in the landscape. Intangible cultural heritage is more likely to be overlooked, and although technically included under the definition of "heritage site" in the *Heritage Conservation Act,* is often not protected*,* but this does not mean it is any less important or have any less value than tangible heritage (Nicholas 2017). Waterways, trees, and plants are examples of intangible cultural heritage, whereby they may have spiritual, cultural, and/or subsistence value to local First Nations, which may not be detected archaeologically (i.e., through material remains).

Place names, in the local languages of hul'qumi'num and hən̓q̓əmin̓əm̓ spoken by Indigenous people of southwestern BC, reflect a knowledge of the known world imbued with meaning and significance to Indigenous peoples. Indigenous place names have long been recognized by

[1] This Bill requires the government to take all measures necessary to ensure the laws of British Columbia are consistent with the United Nations Declaration on the Rights of Indigenous Peoples and to prepare and implement an action plan to achieve the objectives of the Declaration.

anthropologists as having inherent cultural value and may be associated with tangible cultural heritage (e.g., archaeological sites) and/or a cultural landscape that has no physical evidence of past use (i.e., intangible cultural heritage) (Basso 1996; Bierwert 1999; Carlson 2007). A place name may identify locations of specific cultural importance, reflect aspects of Indigenous ways of understanding and organizing local geography, or be associated with 'supernatural' events in the deep past. For example, place names reference locations of historical or cultural events, topographical features such as mountains, islands, streams, and oceans as well as places such as camps, villages, seasonal resource harvesting areas, locations of battles, defensive sites, burials, and transformations. In short, place names provide information about the history of the landscape and how people interacted with their natural surroundings and may be associated with archaeological sites.

Tangible versus Intangible Heritage

Tangible Heritage is the material remains or physical 'things', objects, or belongings.

> **Examples:** cultural shell deposits, canoe runs, chipped stone, rock art, culturally modified trees.

Intangible Heritage refers to types of heritage/'things' with cultural and/or spiritual importance that may not leave physical evidence, such species of plants and animals, or locations with cultural and/or spiritual value that may not leave physical evidence.

> **Examples:** western redcedar, Garry oak, salmon, camas, butter clam, streams, mountains, beaches.

Given the diversity in the types of cultural heritage, a holistic approach drawing on a wide range of data sets must be used to assess the heritage potential to preserve and protect both tangible and intangible cultural heritage. Since cultural heritage and natural resources are intrinsically linked it is essential that management strategies consider the relationships between them and consider types of data such as place names, oral histories, sacred sites, natural resources and resource acquisition areas, and waterways such as streams, estuaries, and intertidal zones.

3 Current Legislation: Protecting and Preserving Cultural Heritage in the Islands Trust Area

British Columbia is unceded Indigenous land, meaning that First Nations never legally gave away, relinquished, or signed away their lands to the crown. Within these lands resides Indigenous histories extending archaeologically back at least 14,000 years (Gauvreau and Duncan 2017; Kenady et al. 2011) if not deeper in time (see Steeves 2021). This is truly time immemorial or time out of mind (as relayed in oral histories). However, heritage in British Columbia is provincially owned and regulated by the Archaeology Branch of the Ministry of Forests, Lands, Natural Resource Operations, and Rural Development (FLNRORD), not First Nations.

In British Columbia, most archaeological sites are attributable to settlement, use, and resource use by Indigenous peoples, and if they pre-date AD 1846, are automatically protected from damage, desecration, alteration, or excavation by the *Heritage Conservation Act* (*HCA*) (RSBC 1996, Chap.187). Some sites are protected through designation as "Provincial Heritage Sites" under Section 9 of the *HCA* or through automatic protection under Section 13 by virtue of their particular historic or archaeological value. Sites automatically protected under Section 13 include:

- Archaeological sites occupied or used before AD 1846;
- Rock art with historical or archaeological value;
- Burial places with historical or archaeological value;
- Heritage shipwrecks or aircraft wrecks; and
- Archaeological sites of unknown age, with a reasonable possibility of having been occupied or used before AD 1846.

Protected sites may be located on public or private land and may not be altered (changed in any manner) without a permit issued under Sections 12.2 and 12.4 of the *HCA*. Additionally, Indigenous archaeological sites may be subject to interpretations of the Supreme Court of Canada decision in *Delgamuukw vs. British Columbia* (1997), regarding the fiduciary responsibility of provincial governments for protecting cultural heritage.

On November 28, 2019, the Government of British Columbia passed Bill 41, the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) (SBC 2019, c. 44). The new legislation requires the province to embark on a process of legislative reform to ensure that provincial laws are consistent with the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP).

UNDRIP is comprised of 46 Articles that set a standard for the treatment of Indigenous peoples (UNDRIP 2008). Relevant to Canada, a late signatory in 2016, and cultural heritage, are the many articles within UNDRIP that call upon governments to resituate their relationship with Indigenous ownership and power imbalances. Cultural heritage is present in at least 19 of the UNDRIP articles (Connaughton n.d.). UNDRIP helps form the basis of Indigenous self-governance and management of their own cultural heritage.

Additionally, the *94 Calls to Action* under the Truth and Reconciliation Commission of Canada (TRC), recommend that reconciliation between Indigenous communities and Crown constitutional and legal orders must be resolved. Point 43 under the *94 Calls to Action* states:

> We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

British Columbia appears to be working towards a path of reconciliation; however, progress is slow and Indigenous Cultural Heritage continues to be threatened. Nevertheless, the UNDRIP articles and TRC *94 Calls to Action* have provided the foundation for recent assessments of heritage-related processes and legislation in Canada, all of which provide a path forward to assert Indigenous sovereignty and rights over Indigenous Cultural Heritage (FPCC 2019, 2020; IHC 2019; TRC 2012; United Nations 2007). The recent adoption of Bill 41 (DRIPA) into the provincial legislature and its application remains to be seen. However, the Heritage Preservation Overlay Mapping Project and development of heritage management strategies for the Islands Trust Area, presents the opportunity for Islands Trust to enact such legislation and lead the way for other local governments. By definition, the *Heritage Conservation Act* has provisions in place to manage the protection of places with intangible cultural heritage to Indigenous peoples. However, the legislation is often executed in ways that cater towards a colonial perspective of cultural heritage (i.e., tangible heritage). Therefore, further steps need to be taken to accommodate First Nations heritage values and ensure all cultural heritage is protected and preserved.

In 1974 the *Islands Trust Act* (Bill 112) was passed to "preserve and protect the environment and peculiar nature of the [Gulf] islands" in response to rapid development of the islands (Lamb 2009). Under Section 30 of the Islands Trust Act, each local trust committee is granted the power and authority of a local government under Part 15 of the *Local Government Act* when it comes to heritage conservation (*Islands Trust Act*, Section 30). Despite this legislation,

> Most local government Official Community Plans and Land-Use Bylaws contain no policies or zoning arrangements for the protection of archaeological heritage sites. Based on the lack of local government jurisdictional role and policy development afforded by the province, there exists a hierarchy of provincial approvals and local permit applications. These are regularly reviewed by local governments for consistency with their community land-use plans but are not checked for their potential impact on archaeological sites (McLay 2004: 16).

Historical legislation governing the Islands Trust Area failed to acknowledge that this area was home to First Nations since time immemorial. Islands Trust and other local governments need to be on par with these larger socio-political changes within British Columbia. Uncertainty around land may cause anxiety among the settlers of Canada, but this document illustrates a practical path forward to meet the needs of both property owners and Indigenous stewards of cultural heritage.

4 Defining the Project

The Islands Trust jurisdiction encapsulates over 450 islands and the surrounding waters in the Salish Sea. The project area will cover the entire Islands Trust boundary, along with the adjacent shoreline of the Mainland and Vancouver Island to ensure we capture the close relationship between smaller islands and the adjacent shorelines, which house archaeological sites such as villages. The overall objective of the Heritage Preservation Overlay Mapping Project is to identify and map cultural areas, cultural sites, and cultural use areas to ensure their preservation and protection from development driven and environmental impacts. It is envisioned that this mapping layer will help inform the development of policies and regulations that focus on the preservation and protection of areas of cultural significance and that it will align with the B.C. *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) and First Nations protocols. Mapping will be a key tool in reaching these goals. Managing something without knowing its location is however difficult which is why creating a cultural spatial database/map is so important to ensure proper management. The primary mapping goals are to:

1. Improve the amount, quality, and availability of cultural heritage and cultural resource data.
2. Create a process for different stakeholders (Islands Trust Staff, First Nation Communities, and the Public) to access cultural information in a user-friendly and confidential way.

5 Project Planning: Building a Process for Assessing Cultural Heritage

As demonstrated current heritage legislation in British Columbia does not wholly encapsulate the wide range of cultural heritage as defined by Indigenous communities. We propose to develop a process for Islands Trust planners to assess the cultural heritage value of land proposed for development or any land altering activities and create cultural heritage management strategies/guidelines specific to the type and/or value of the heritage to guide the planner. The process will be developed in consultation with First Nations and the thirteen local trust committees that make up Islands Trust. The process will involve several rounds of feedback to ensure that cultural heritage is being managed within the framework of diverse First Nations values to place the control of Indigenous heritage back in the hands of the Nations all the while ensuring that the strategies are compatible with Islands Trust processes. This strategy will include the creation of Cultural Heritage Management Areas (CMHAs) using mapping tools and the development of management regulations specific to each type of data set/culture heritage type and draw on current heritage legislation as well as direction from First Nations.

Maps provide a visual representation of a place that allows one to discover, learn, and connect with the land. These maps can create motivation to discover more about the area and help build a better relationship with it. One advantage to maps is the ability to combine a range of information to visually show how things interact, such as wildlife and their habitat, and development and sensitive ecosystems. For First Nation communities, maps also provide a way "to put the face of the … Nation back on [their] traditional territory" (Tsleil-Waututh Nation 2021). However, this mapping will still come with some limitations including the difficultly in depicting the exact location of cultural heritage sites, capturing intangible values, and the confidentiality of the information. The Islands Trust area is rich with Indigenous culture and heritage from over 30 First Nations as well as contains over 35 species at risk (i.e., endangered, threatened, special concern) and home to ecologically sensitive and significant land, by creating a spatial database and map we will better be able to represent and protect the values of this unique place.

5.1 Available Cultural Heritage Spatial Resources

The first step in creating a cultural information database will be finding sources of information. There are many places to look for information such as old survey maps and plans, books, papers, and reports. Appendix A contains an initial list of public sources for traditional information with a spatial component either through a map or description; this list is not

exhaustive and should not be taken as a complete representation of First Nations use and occupation. Although these are available publicly, the Nations associated with them will also be consulted on how their information can be incorporated into this process.

The absence of evidence is not evidence of absence.

5.1.1 Remote Access to Archaeology Data (RAAD)

Remote Access to Archaeology Data, or more commonly known as RAAD, is an online GIS system maintained by the Provincial Archaeology Branch to uphold the *Heritage Conservation Act*. This database is updated daily by the Archaeology Branch staff and allows authorized users to access both spatial and tabular information about the registered archaeological sites in British Columbia. Examples of types of sites include burials, cultural shell deposits (previously known as shell midden), and pictographs. Most importantly it must be noted that the absence of evidence is not evidence of absence; meaning this database is not complete (i.e., not all archaeological sites in the province have been registered and many remain unidentified). The information is not available publicly; however, it is available to Islands Trust staff, and for property owners and developers.

For more information please visit: https://www2.gov.bc.ca/gov/content/industry/natural-resource-use/archaeology/systems/raad

5.1.2 Areas of Cultural Importance

Through a variety of ways First Nation communities have maintained their oral history around the use and occupation of their land. This information includes such things as the location of hunting and fishing grounds, plant gathering areas, village sites, burials, and much more. As with most cultural information this is not shared publicly; however, there are some public sources for the general location of these sites.

5.1.3 Traditional Indigenous Place Names

Sometimes included within the areas of cultural importance datasets, traditional place names are yet another form of spatial cultural information. This information may not have a specific 'footprint', however as they hold meanings and oral history within them, they are important to include. In many cases the meaning of the traditional place name will in fact provide the details on how the area was used. For example, 'place of many salal berries'.

"Every bay, every peninsula, every rocky island, every bend in the rivers has a Hul'qumi'num name" (Hul'qumi'num Treaty Group 2005).

Another reason traditional places are important is because they help highlight the Nations extensive use and occupation of the land.

5.1.4 Environmental Datasets

There are countless environmental datasets which are of importance to First Nation communities, many of which are already available to Islands Trust and the public through MapIt and iMap BC. As such we will not be gathering more environmental information but rather explaining why different environmental features are of cultural importance to First Nations so the existing information can be utilized for their specific protection. Examples of environmental datasets we will incorporate are eel grass, kelp beds, clam beds, old growth forests/trees, and sensitive/protected streams and rivers.

https://maps.gov.bc.ca/ess/hm/imap4m/

5.2 Project Output

The final output of this project will be a user-friendly tool for the public and Islands Trust to use in planning for the future of the Islands Trust Area.

6 Conclusion

The Islands Trust Heritage Preservation Overlay Mapping Project prioritizes the protection and management of cultural heritage throughout the Islands Trust Area so that the pristine and sensitive environment can be enjoyed for generations. The management strategies will be developed so that the values of the First Nations that have called this area home since time immemorial are at the forefront, and intangible heritage will no longer be overlooked or undervalued. This project presents the opportunity for local government to work towards reconciliation through the implementation of DRIPA (Bill 41) and the *94 Calls to Action.* Cultural heritage is finite and represents different values to different people. It needs to be managed (preferably by First Nations) so that it can be utilized (i.e., enjoyed, learned from, visited) by future residents, visitors, and guests to these islands.

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REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 9, 2022
From:	Regional Planning Committee	**Date Prepared:**	February 18, 2022
SUBJECT:	**Updated Review of Trust Council Policy 5.9.1 Best Management Practices For Delivery of Local Planning Services To Local Trust Committees**		

RECOMMENDATION:
That the Trust Council review and provide feedback on proposed changes to Policy "5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees".

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed amendments to this policy support the changes that have been made in the delivery of local planning services, and the operation of the regional planning team. This policy is necessary to provide a framework for prioritization of policy work and a strategic approach to updating and maintaining all of the official community plans and land use bylaws.

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1 **PURPOSE:** To provide an opportunity for Trust Council to provide feedback to the Regional Planning Committee on amendments to Trust Council Policy 5.9.1 that adds a recommended process and format for systematic updates to official community plans and land use bylaws, and a framework for allocating planning resources for local trust committees' land use planning projects.

2 **BACKGROUND:** At its regular meeting on January 13, 2022, the Regional Planning Committee reviewed the draft policy and passed a resolution to forward the draft document to Trust Council for comment. The document is a result of several meetings of the Regional Planning Committee, including a workshop, to develop policies that support the Regional Planning Team, provides a framework for strategic updates to official community plans and land use bylaws, and establishes a framework for prioritization and resourcing of projects for the 13 local trust committees.

The intent for the amendments to the policy to establish recommended processes for undertaking project reviews. These are categorised as minor, major and extraordinary. This will allow staff to better estimate costs and timelines for projects if the recommended process and format are adhered to. This provides certainty and allow for better sequencing and budgeting for projects and updates to official community plans and land use bylaws.

Also, the policy would, where possible, harmonize the language, format and processes for official community plans to improve efficiency, and reduce complexity for the users of the documents. The policy does allow for local considerations and minor adjustments to account for local preferences.

Attachments to the policy are draft and finalised versions will be added before consideration of adoption. The appendices include criteria for prioritisation, checklist for OCP health, and a

recommended format and content for official community plans and land use bylaws. The intent for the latter is to be updated through adoption of model bylaws over time that would then form part of the recommended bylaw attached to this policy.

3 IMPLICATIONS OF RECOMMENDATION

Staff will forward any comments to the Regional Planning Committee.

ORGANIZATIONAL:
Time on Regional Planning committee agenda to consider amendments and finalise a policy for Trust council consideration of adoption.

FINANCIAL:
No financial implications.

POLICY:
No policy implications.

IMPLEMENTATION/COMMUNICATIONS:
Communication would be via Regional Planning Committee agenda.

FIRST NATIONS:
No First Nations implications.

OTHER:
No other implications.

4 RELEVANT POLICY:

5.9.1 BEST MANAGEMENT PRACTICES FOR DELIVERY OF LOCAL PLANNING SERVICES TO LOCAL TRUST COMMITTEES

5 ATTACHMENT(S):

Amended Policy 5.9.1

RESPONSE OPTIONS

Recommendation: That the Trust Council review and provide feedback on proposed changes to Policy "5.9.1 Best Management Practices For Delivery of Local Planning Services to Local Trust Committees".

Alternative: That the Regional Planning Committee amend the draft policy "5.9.1 Best Management Practices For Delivery of Local Planning Services to Local Trust Committees", endorse it as amended in principle, and forward to Trust Council for comment and feedback.

Prepared By: **David Marlor, Director, Local Planning Services**
Robert Kojima, Regional Planning Manager

Reviewed By/Date:

DRAFT – for discussion – yellow highlight indicates proposed major changes

Policy:	5.9.1
Approved By:	Trust Council
Approval Date:	March 10, 2006
Amendment Date(s):	September 11, 2013 June ___, 2022
Policy Holder:	Director of Local Planning Services

BEST PRACTICES FOR DELIVERY OF LOCAL PLANNING SERVICES

Purpose

1. To ensure that Local Trust Committees (LTCs) use the Local Planning Services (LPS) staff resources provided to them in accordance with their legislated responsibilities under s. 24 of the *Islands Trust Act* or in accordance with any powers that may be delegated to them under s.10 of the *Islands Trust Act.*

2. To identify the core services provided to LTCs, and to outline the best practices for delivering those services to LTCs in a fair and equitable manner.

3. The Goals of the Policy are as follows:

   3.1 LTC planning projects are well-defined and planned;
   3.2 LTC projects reflect community and First Nations expectations;
   3.3 Staff, trustees, the public, and partners have certainty and clarity around how projects get allocated, resourced, and carried out, leading to realistic expectations;
   3.4 Resource allocation is efficient, fair and equitable;
   3.5 OCPs and LUBs are systematically updated on a regular basis;
   3.6 Planning is both proactive and adaptive;
   3.7 Local Planning implements Trust-wide planning initiatives and tools (eg. strategies, model bylaws).

A. **Definitions**

Major Policy/Regulatory Work - a review of official community plan and/or land use bylaw that takes between six and 18 months to complete, and meets the recommended process and recommended bylaw format requirements in Appendix A and Appendix B.

Minor Policy/Regulatory Work – amendments to official community plan and/or land use bylaw that takes less than six months to complete, and meets the recommended process and recommended bylaw format requirements in Appendix A and Appendix C.

Extraordinary Policy/Regulatory Work - a review of official community plan and/or land use bylaw that does not meet the recommended bylaw process and/or the recommended bylaw format requirements in Appendix A or Appendix B, and would require external consultants and additional funding considerations.

Regional Planning Team – a Local Planning Services team assigned to exclusively manage major and extraordinary bylaw reviews for local trust committees and policy planning work of the Regional Planning Committee.

Local Planning Team - a Local Planning Services team assigned to undertake day-to-day planning functions of the local trust committees, including managing minor bylaw reviews, processing of applications and referrals, responding to enquiries, and administering local trust committee meetings.

B. Policy

1. Official Community Plan and Land Use Bylaw Reviews and Amendments

1.1 The Regional Planning Team will develop and deliver comprehensive Major Policy Work, Official Community Plan (OCP), and Land Use Bylaw (LUB) documents to assist LTCs in identifying and establishing policy preferences for managing development and conservation in island communities.

1.2 Comprehensive OCP and LUB reviews are considered to be major policy/regulatory work.

1.3 Regional Planning Team Staff will maintain a checklist of the "health" of official community plans, (Appendix D) and will use this to recommend to Trust Council via Regional Planning Committee prioritization of OCPs for review and update as part of Trust Council's budget process. Staff will also consider the criteria established in Appendix D.

1.4 New and updated official community plans and land use bylaws will follow the recommended format in Appendix A, with some customization to allow for local conditions permitted.

1.5 A maximum of two reviews of official community plans and land use bylaws may be started each fiscal year to ensure adequate resourcing is available to complete.

1.6 Where possible, the OCP and LUB should be reviewed concurrently as part of the same project, or the LUB should be scheduled to be reviewed as soon as the OCP review is complete.

1.7 Within the first year of each term, local trust committees should undertake a strategic planning exercise to determine their goals and priorities for the term.

2. Major Policy/Regulatory Work

2.1 The Regional Planning Team will undertake major policy/regulatory projects of LTCs and the Regional Planning Committee. The criteria in Appendix E will be used by

Regional Planning Team staff to recommend to Trust Council via the Regional Planning Committee prioritization of these projects.

2.2 Staff resources will limit the number and type of major policy/regulatory work that can start in any one year. This limit will also be considered when recommending OCP/LUB reviews.

2.3 For any major policy/regulatory work of an LTC or RPC to be considered, it must be a priority of the relevant committee and one of its top priorities. The local trust committee must submit a business case as part of the budget process that sets out the scope, timeline and budget (including estimated staff resources required) of the proposed project. The business case must be endorsed by the local trust committee.

2.4 LTCs may initiate more frequent OCP/LUB reviews and extraordinary OCP/LUB review processes on specific policy issues subject to Trust Council approval of a special tax levy for the relevant Local Trust Area to fund the necessary costs, including additional staffing requirements. Minor OCP/LUBs reviews may also be undertaken as part of a LTCs normal work program, which would be undertaken pending available Local Planning Team resources.

2.5 LPS staff will strive for simplicity and certainty when drafting amendments and will engage stakeholders early in the review process. LTC chairs will ensure timely review and completion of documents.

2.6 LPS staff will provide LTCs with early advice about any proposed OCP amendment that may be inconsistent with the Islands Trust Policy Statement and will seek clarification from Trust Area Services staff if necessary. LPS staff will not spend time on OCP amendments that are inconsistent with the Islands Trust Policy Statement without the prior approval of Trust Council.

2.7 LPS staff will provide LTCs and the Executive Committee with early advice regarding any proposed OCP amendment that may require additional staff resources for administration or enforcement and will confirm the availability of those resources before bylaw adoption. LPS staff will ensure that Bylaw Enforcement staff confirm the enforceability of new OCP provisions that may require enforcement (such as Development Permit Areas) before they submit bylaws to an LTC for first reading.

2.8 For any policy work of an LTC to be considered to be undertaken by the Regional Planning Team, it must be a priority of the LTC and one of its top priorities.

3. Community Engagement

3.1 All community engagement for major policy/regulatory work will establish the appropriate IAP2 engagement level in the Project Charter.

3.2 All major policy/regulatory work shall follow the IAP2 commitments and provide opportunities to be heard, and provide feedback appropriate to the IAP2 level identified for that project.

3.3 Stakeholders and key partners should be identified early in the process and during the development of the Project Charter.

3.4 In some instances a community group may wish to independently review and make recommendations to the local trust committee. If this is endorsed by the local trust committee, this work would be outside of the Regional Planning Team. The Regional Planning Team could become involved if the local trust committee makes it a priority of the LTC, and has a Project Charter. These projects would be considered priorities the same as any other project under this Policy.

4. Local Trust Committee Meeting and Agenda Preparation

4.1 LPS staff will administer planning services through established agendas and a meeting schedule that the LTC pre-determines annually.

4.2 Legislative clerks and planners will prepare LTC business meeting agendas. LPS staff will release LTC business meeting agendas to trustees and post them on the Islands Trust website at least one week in advance of the meeting day.

4.3 LPS staff will provide applicants who have agenda items with a link to the agenda and any related reports at least one week prior to the meeting day.

4.4 LPS staff will not add late items to agendas except with the approval of the Chair. LTC members and staff should not add or suggest new decision items for the meeting agenda after staff has released it, unless the topic has arisen since the agenda release and must be resolved before the next LTC meeting. LTC members and staff who intend to suggest new decision items of this nature should ensure that all LTC members and LPS staff have at least two days' notice of any proposed resolutions.

4.5 LTC chairs will keep item debates focused and avoid public debate during the business session of the LTC.

4.6 LPS staff and LTC Chairs will ensure that all decisions on the LTC business agenda that require LPS staff resources are relevant to the responsibilities of LTCs to regulate the development and use of land, pursuant to s. 24 of the *Islands Trust Act*, or relevant to any powers that may be delegated to an LTC under s. 10 of the *Islands Trust Act*. LTCs should not instruct LPS staff to undertake work that is un-related to these responsibilities.

4.7 Staff will only undertake work as directed by the local trust committee; trustees are to avoid individual directions or requests for significant staff work.

5. Special Projects

5.1 LTCs may undertake special planning projects subject to the necessary budget approvals by Trust Council, and management approval of the use of LPS staff resources.

5.2 LTCs that have had powers delegated under s. 10 of the *Islands Trust Act* may undertake special projects related to those powers, subject to the necessary budget approvals by Trust Council, and management approval of the use of LPS staff resources, or provision of additional staff resources.

6. Review of Development Applications

6.1 Local Planning Team planners will evaluate and provide reports to LTCs regarding all development applications that require an LTC decision.

6.2 Local Planning Team planning staff will provide updates at LTC meetings regarding the status of applications and referrals that do not require an LTC decision, except for building permit and Crown land referrals.

6.3 LTCs are encouraged to make decisions when staff has provided all requested information and avoid unnecessary extensions to the application review period.

6.4 At the discretion of an LTC, application referrals to Advisory Planning Commissions (APCs) or other advisory bodies may be limited to those applications requiring an LTC decision. Commissions and advisory bodies are required to reply within given timelines.

6.5 LPS staff and LTC chairs will ensure that staff recommendations and LTC resolutions that require the use of LPS staff resources do not exceed LTC decision-making responsibilities as indicated in s.24 of the *Islands Trust Act*, or responsibilities related to any powers that may be delegated to an LTC under s. 10 of the *Islands Trust Act*.

6.6 LPS staff will not undertake a comprehensive review of a development application that is inconsistent with the relevant OCP or the Islands Trust Policy Statement. If planning staff receive a development application that is inconsistent with the relevant OCP, the application will be returned to the applicant advising that the proposed application is contrary to the policies of the OCP. If the applicant wants to proceed the application must be amended to include a request to amend the OCP.

6.7 Community information meetings are encouraged in conjunction with the review of development applications. These meetings may be hosted by the LTC or the applicant and are desirable before first reading of the bylaw. The purpose of these meetings is to identify the scope of a project, identify issues that need to be reviewed in the planning analysis and to allow the public to ask questions of the

applicant, trustees and staff. Community information meetings are also desirable as a separate session immediately prior to a Public Hearing when a proposed bylaw is available and has received at least first reading by the LTC. Meetings at this point allow members of the public to engage in dialogue with the applicant, or ask questions of trustees and staff about the planning report or the bylaw prior to the Public Hearing.

7. Bylaw Enforcement

7.1 LPS staff will carry out bylaw enforcement activities in accordance with Trust Council Policy 5.5.1.

8. Management of Local Planning Services Staff Time

8.1 LTCs will endeavor to schedule most regular LTC business meetings during normal week day business hours of the Islands Trust. LTCs may schedule meetings to address comprehensive OCP and LUB reviews on weekend days or weekday evenings to ensure the broadest participation. LTCs will be mindful of the impact of staff overtime on their respective LTC work programs and will schedule staff participation accordingly.

9. First Nations Engagement and Reconciliation

9.1 First Nations with treaty and territorial areas, rights and title within the LTC should be identified. LTCs should be mindful that engagement may need to be inclusive of Indigenous and Métis people living on the island.

9.2 Early and meaningful engagement in the process is encouraged to allow for collaborative review and recommendations to the local trust committee.

9.3 Engagement and consultation processes will attempt to be flexible to meet the needs of the unique First Nation concerns and capacity.

9.4 LPS staff will seek guidance and advice to ensure that wherever possible content aligns with the Truth and Reconciliation Commission Calls to Action, and the Declaration on the Rights of Indigenous Peoples Act and upholds the Islands Trust Declaration on Reconciliation.

C. **Legislated References**

Sections 10 and 24, *Islands Trust Act*

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

n/a

Appendix A

Standard Bylaw format – Major OCP/LUB Amendment

Appendix B

Standard Process – Major OCP/LUB Amendment

Appendix C

Standard Process – Minor OCP/LUB Amendment

Appendix D

Official Community Plan – Evaluation Framework

Appendix E

Criterion for Major Project prioritization recommendations

EAST BEAUTIFUL ISLAND

Official Community Plan 2021

Schedule X to [Insert Island Name] Official Community Plan Bylaw No. XXXX, 20XX

Islands Trust Object

The object of the trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

Islands Trust Act, Part 1, Section 3, 1996

Islands Trust Reconciliation Declaration

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

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

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

Adopted by Islands Trust Council, March 14, 2019

Acknowledgments

I'm baby vexillologist chia vegan palo santo live-edge brunch small batch butcher succulents. Knausgaard banh mi narwhal wayfarers humblebrag pinterest XOXO pug celiac small batch. Single-origin coffee banh mi chartreuse tousled shaman 3 wolf moon truffaut, af sartorial la croix pickled edison bulb. Stumptown selfies gluten-free poutine letterpress vegan cronut tote bag 90's butcher. Wolf synth pinterest keffiyeh, direct trade vexillologist pabst plaid.

This section should include (at the discretion of each island)

- Elected officials
- Advisory Commission Members
- Technical Working Group Members
- Specific community members
- First Nations participants
- General community

This section should also include:

- Photo/artwork acknowledgements

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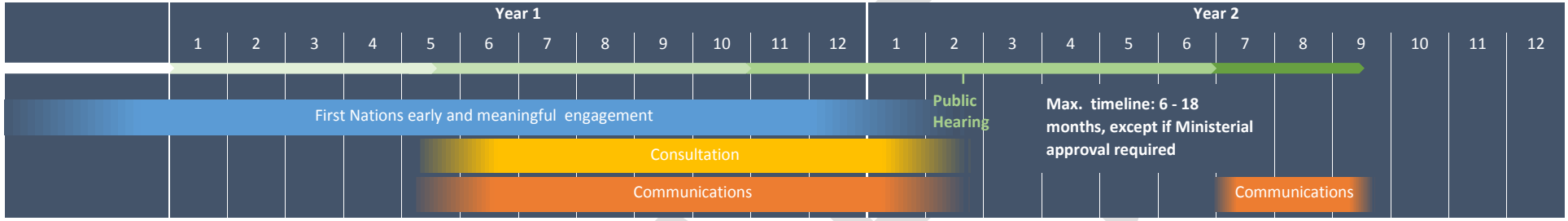
Appendix B – Standard Process – Major OCP/LUB Amendment (DRAFT)

Major Policy/Regulatory Work

Project scope:	• Several topic areas or larger category review (e.g. housing, shoreline/CDFPC protection, temporary use permits, village planning, farm plan implementation, cannabis regulation)						
Project Manager:	Regional Planning staff	**Budget:**	+ $5K, needs business case, approval from EC for $20 K	**Planning staff time:**	XX% of workload;	**Consultant Involvement:**	None to limited/focused



PHASE 0: Defining the Project

- Added to Top Priorities
- Project exploration and scoping
- Identification of preliminary issues and opportunities
- First Nations early engagement
- Potential partnering and funding exploration
- Potential budgeting

PHASE 1: Project Initiation & Analysis

- Development and consideration of project charter
- Resolution requesting funding
- Funding allocated, hire consultant
- Discussion paper(s)
- Development of work plan, engagement and communications plan,* data/mapping gathering

PHASE 2: Consultation & Bylaw Drafting

- S takeholder and public engagement and communications as per plan
- Data/mapping gathering/analysis
- Development of draft bylaw(s)
- Legal review of bylaw(s)
- Continued engagement with First Nations and Indigenous peoples

PHASE 3: Legislative Process

- 1st, 2nd, 3rd readings
- Further engagement
- Bylaw referrals
- Public hearing
- Bylaw changes
- Approvals by EC & Ministry (OCPs)
- Adoptions of Bylaw(s)

PHASE 4: Implementation

- Bylaw consolidation
- Bylaw enforcement
- Application checklists
- Lessons learned
- Bylaw adoption news release

Appendix B – Standard Process – Major OCP/LUB Amendment (DRAFT)

First Nations early and meaningful engagement:

- Capacity funding and relationship building
- Bylaw referrals
- Outline options for engagement approaches based on First Nations concerns and feedback

Consultation:

- Minimum: IAP2: Inform - Bylaw referrals (including APC) & Public Hearing
- Additional: e.g. early referrals; IAP2: Consult/Involve? - e.g. surveys, charrettes, world cafés, community meetings

Communications:

- Minimum: Regular website updates, 1 community information meeting (CIM) / open house
- Additional e.g.: additional CIM / open house, project news releases, mailouts re: commencement & bylaw adoption, plain language guide for bylaws

*engagement and communications plans includes the three elements in this box

DRAFT

Appendix C – Standard Process – Minor OCP/LUB Amendment (DRAFT)

Minor Policy/Regulatory Work

Project scope:	• Technical review (e.g. correct errors, review definitions, up date references, improve readability (format, style, organization, spelling/grammar, references), remove any and all offensive language related to First Nations and Indigenous peoples); and/or • additional topic focus (e.g. new DPA; updating general/subdivision regulations; minor LUB amendments that implement OCP amendments, update dock or commercial zoning regulations; adopt model bylaw, First Nation treaty and territorial area acknowledgement, administrative bylaw amendments (fees, procedures, etc.), OCP map amendments)						
Project Manager:	Local Planning staff	**Budget:**	Max $5K, from LTC Project Bdgt	**Planning staff time:**	XX% of workload; influenced by other work	**Consultant Involvement:**	None

PHASE 0: Defining the Project
- Added to Top Priorities
- Project exploration and scoping
- Potential budgeting
- Cost inclusion for First Nations engagement

PHASE 1: Project Initiation & Analysis
- Added to Top Priorities
- Preliminary scoping
- Consideration of project charter
- Funding allocated
- Discussion paper/other analysis
- Development of work plan, engagement and communications plan,* data/mapping gathering
- Determine capacity to engage with First Nations and Indigenous people

PHASE 2: Consultation & Bylaw Drafting
- Stakeholder and public engagement and communications as per plan
- Development of draft bylaw(s)
- Legal review of bylaw(s)
- Early and meaningful engagement with First Nations

PHASE 3: Legislative Process
- 1st, 2nd, 3rd readings
- Bylaw referrals
- Public hearing
- Bylaw changes
- Approvals by EC & Minister (OCPs)
- Adoptions of Bylaw(s)

PHASE 4: Implementation
- Bylaw consolidation
- Bylaw enforcement
- Application checklists
- Lessons learned
- Bylaw adoption new release

First Nations early and meaningful engagement:
- Capacity funding and relationship building processes
- Bylaw referrals
- Outline options for engagement approaches based on First Nations concerns and feedback

Consultation:
- Minimum: IAP2: Inform - Bylaw referrals (including APC) & Public Hearing
- Additional: e.g. early referrals; IAP2: Consult - e.g. surveys, charrettes, world cafés, community meetings

Communications:
- Minimum: Regular website updates/news releases, 1 community information meeting (CIM) / open house
- Additional e.g.: additional CIM / open house, mailouts re: commencement & bylaw adoption, plain language guide for bylaws

APPENDIX D - Official Community Plan - Evaluation Framework

This evaluation framework is currently in draft form. Staff will be working to better align the framework with the OCP template.

Baseline Data/ Context	**Does not Contain**	**Contains**	**Needs Updating**	**Issues / Concerns**
Douglas fir ecosystem condition (where info is available)				
Groundwater conditions/ vulnerability projections (where info is available)				
Groundwater regions (where info is available)				
Conservation Profile				
Climate Projections				
Climate Change Targets				
Natural Assets Inventory				
Population projections/demographic trends				
First Nations Territorial Recognition				
Economy				
Shoreline Protection Areas				
Provincially Required Content	**Does not Contain**	**Contains**	**Needs Updating**	
Statements and map designation for residential development required to meet anticipated housing needs over a period of at least five years.				
Statements and map designation for present and proposed commercial, industrial, institutional, agricultural, recreational and public utility land uses.				
Statements and map designation for present and proposed public facilities, including schools, parks and waste treatment and disposal sites.				
Statements and map designation for sand and gravel deposits that are suitable for future sand and gravel extraction.				
Statements and map designation for phasing of any major road, sewer and water systems.				
Statements and map designation for restrictions on the use of land that is subject to hazardous conditions or that is environmentally sensitive to development				

Housing Policies for affordable housing, rental housing and special needs housing				
Targets for the reduction of greenhouse gas emissions, and policies and actions of the local government proposed to achieve those targets				
Riparian Area Regulation				
First Nations Reconciliation	**Does not Contain**	**Contains**	**Needs Updating**	
First Nations acknowledgment				
First Nations history				
First Nations goals and policies - HCA (Part 15 of LGA)				
Protection of culturally significant species				
Ecosystem Preservation and Protection				
Policies related to forest ecosystem preservation and protection - e.g. DPA for Coastal Douglas fir ecosystem				
Policies related to wetland ecosystem and riparian area protection - Regulatory bylaws for the protection of foreshore and nearshore - e.g. Riparian Area DPAS				
Policies related to coastal and marine ecosystem preservation - locations of boat launches, docks, anchorages that do not degrade sensitive marine or costal areas - e.g. Marine Environmental Protection DPAs				
Policies protecting sensitive ecosystems				
Policies protecting species at risk				
Policies protecting native species				
Policies related to the management of invasive species				
Ground water maps				
Policies supporting freshwater sustainability - ground water budgets - greywater recycling - rainwater catchment				

- density and intensity limits where problems with water quantity and quality				
Resilient Communities				
Policies related to the protection of agricultural land - Agricultural land designations				
Preservation , protection, encouragement of farming , sustainable farming				
Crown lands for agricultural leases				
Impacts of farming addressed				
Policies addressing the retention of large parcels for sustainable forest use. - Forest land use designations				
Policies addressing reducing the fragmentation of forests - DPAs for forest protection - Forest ecosystem reserves				
Policies protecting soils and other subterranean				
- DPA?				
Community Safety and Resilience (Emergency Management and Climate Change Adaptation)				
Policies addressing slope instability				
Policies addressing erosion				
Analysis of climate change vulnerability				
Policies supporting and encouraging local food production				
Policies addressing drought - Policies and regulations to align with development potential as identified through mapping of aquifers, development of water consumption budgets and identification of salt water intrusion risks. - Policies encouraging rainwater capture				
Policies addressing wildfire mitigation - DPA re: hazardous conditions				
Policies addressing storm surge and other flooding - Enact regulations under s.479 of the Local Government Act and flood level regulation under s. 524 of the LGA				
Policies addressing sea level rise - DPA				

- Setbacks (LUBs) - Softshores/greenshores DPA?				
Designation of areas for the landing of emergency helicopters				
Low Carbon Communities (GHG Reduction)				
Policies encouraging compact, complete and connected land use				
Policies minimizing emission intensive transportation				
Policies supporting and encouraging active transportation				
Policies encouraging low carbon agriculture and food production				
Policies supporting renewable energy systems and efficient building siting and design				
Policies related to carbon sink preservation - Park designation - Policies related to type of agriculture? - Lot coverage maximums - DPAs related to forest, ecosystems, eelgrass etc.				
Accommodations for recycling, re-use and composting facilities				
Healthy and Prosperous Communities				
Policies supporting economic activities that are compatible with community character and the preservation and protection of islands ecosystems				
Policies addressing health-related facilities				
Polices related to cultural and recreational facilities and services				
Satisfying LGA requirements				
Indicators				

Islands Trust OCP/LUB Review Prioritization Matrix
Last updated February 3, 2022

LTA	Bylaw area	OCP adoption date	Over 5 years Since Major OCP Update	Years Since OCP Amended	Multiple OCPs/LUBs in LTA	Missing Prov. Req'rd Elements (legal vulnerability 1-5)	Urgency prompted by external inputs (yes/no)	On Top Priorities List	*Notes*
BW	BW	2013	X	6					
Denman	Denman	2008		2				X	*Funds in draft 2022/23 budget for OCP/LUB Housing Update*
Gabriola	Decourcy	2001	X	8	X				
Gabriola	Mudge	2007	X	5	X				
Gabriola	Gabriola	1997		1	X			X	*Housing + Freshwater OCP/LUB Project on-going and funded since 2018; no amendments pending*
Galiano	Galiano	1995		1					*Major OCP amendments adopted in 2011*
Gambier	Gambier	2001		2	X			X	*Funds in draft 2022/23 budget for Major OCP / LUB update*
Gambier	Gambier Associated Islands	2009		2	X				
Gambier	Keats	2002		1	X			X	*Shoreline OCP / LUB update anticipated for adoption in 2022*
Hornby	Hornby	2014		1				X	*Major OCP amendment adopted in 2014; Funds in 2022/23 draft budget for another Major update*
Lasqueti	Lasqueti	2005	X	9				X	*Major OCP update currently underway*
Mayne	Mayne	2007		1					
North Pender	North Pender Associated Islands	2002	X	9	X				*Major update in 2011*
North Pender	North Pender	2007		3	X				
Salt Spring	Salt Spring	2008		3	X				
Salt Spring	Piers Island	1982	X	40	X				
Saturna	Saturna	2010		2					
South Pender	South Pender	2011		0.5					
Thetis	Thetis Associated Islands	2014	X	5	X				
Thetis	Thetis	2011		3	X				

Islands Trust

Print Date: February 4, 2022

Top Priorities Report

Trust Programs Committee

1. *Policy Statement Amendment Project*	Responsible	Dates
Implement Policy Statement engagement plan and project charter (in support of Strategic Plan strategies 3.1; 4.4; 5.6; 5.7)	Clare Frater Dilani Hippola Gillian Nicol Lisa Wilcox	Rec'd: 21-Jun-2017 Target: 13-Oct-2023

2. *Secretariat Role to Forums within the Trust Area*	Responsible	Dates
Administer Secretariat Services program. Strategic Plan item 5.2	Clare Frater Gillian Nicol	Rec'd: 20-Jun-2018 Target: 31-Mar-2022

3. *Stewardship Education Program*	Responsible	Dates
Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area. (Strategic Plan strategy #4.3). This includes the Living in the Trust Area project guided by the project charter endorsed by TPC on Feb 5, 2021	Clare Frater	Rec'd: 13-Aug-2020 Target: 31-Mar-2022

Print Date: February 4, 2022

Projects Report

Trust Programs Committee

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

2. *Community Benefit Land Trust Concept*	Responsible	Date Received
Further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.		05-Feb-2021

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 8-10, 2022
From:	Trust Area Services	**Date Prepared:**	February 16, 2022
SUBJECT:	Legislative Monitoring Report, February 2022		

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

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

BACKGROUND: The Legislative Monitoring Report was established in 2003 and was traditionally presented to Trust Council every six months. In October 2019, the Executive Committee requested that the report be provided quarterly at each Trust Council meeting. In February 2022, the Executive Committee requested that the report be provided every six months with the next one being September 2022.

The attached legislative monitoring report includes:

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

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

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

ATTACHMENT(S): Legislative Monitoring Report, February 2022

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

Prepared By: Mike Richards, Trust Area Services

Reviewed By/Date: Clare Frater, Director, Trust Area Services / February 17, 2022
David Marlor, Director, Local Planning Services / February 16, 2022
Carmen Thiel, Legislative Services Manager/February 16, 2022
Russ Hotsenpiller, CAO / February 18, 2022

LEGISLATIVE MONITORING REPORT

February 2022

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

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

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Provincial Planned Legislation				
New regulation under the Accessible B.C. Act	Announced January 05, 2022	The provincial government has advised that it plans to move forward with a regulation under the *Accessible B.C. Act* in September 2022 that would identify local governments as a prescribed organization under Part 3 of that Act. Local governments will be required to establish an accessibility committee, have an accessibility plan and have a mechanism for providing feedback on accessibility. The *Accessible B.C. Act* was passed in June 2021, and aims to identify, remove, and prevent barriers for people with disabilities in B.C. by enabling the development of accessibility standards and introducing new accessibility requirements for government and prescribed organizations. More information about the requirements of prescribed organizations in the new *Act* is available on the Ministry website.		Staff will monitor to determine if the proposed Act will apply to Islands Trust. Regulation to prescribe organisations expected in 2022.

Federal Planned Legislation				
Proposed *Aquaculture Act* and Regulations (Federal)	Fisheries and Oceans Canada led two initial rounds of engagement in 2017-18 and in 2019. An online consultation also took place from June - December 2019 along with in-person engagement in some regions. See "What We Heard Report". The next phase of public engagement was open until February 12, 2021	The proposed *Aquaculture Act* is expected to: • define the term aquaculture in legislation • recognize the need for clarity and stability for responsible economic growth of the aquaculture sector • ensure environmental protections enshrined in the *Fisheries Act* are included and specific to aquaculture • develop enforcement mechanisms specific to aquaculture • respect provincial and territorial jurisdictions • respect roles and responsibilities articulated in treaties and other rights reconciliation arrangements On Aug 17, 2020, the Minister of Fisheries, Oceans, and the Canadian Coast Guard launched the next phase of the Government's public engagement on the first-ever Aquaculture Act. A discussion paper providing background on aquaculture in Canada, rationale for the proposed legislation and an overview of the elements proposed for the new Act, is now available online with key questions to guide feedback to the Government on this important initiative. The public is invited to visit https://dfo-mpo.gc.ca/aquaculture/act-loi/consultations-eng.html , and had until February 12, 2021 to participate in this round of consultation. **UPDATE February 07, 2022**: No further progress since last report. Fisheries and Oceans Canada is continuing in taking time to review and carefully consider the input.	Jan 2018 Chair letter to Minister of DFO requesting ecosystem-based study of potential impacts of the Integrated Geoduck Management Framework 2017 on the health of the Salish Sea. 2018 UBCM resolution calling for DFO to conduct an ecosystem-based study of potential and cumulative impacts of increased geoduck clam aquaculture and consider increased monitoring and enforcement. Dec 2019 Chair letters to Ministers of DFO and FLNRORD requesting more resources for enforcement of shellfish regulations and tenure licenses. Trust Programs Committee co-sponsored a virtual Baynes Sound/Lambert Channel Ecosystems Forum in May 2020, together with the World Wildlife Fund.	The Province has responsibility for issuing tenures for aquaculture. Local trust committees and Bowen Island Municipality have zoning authority. This generally does not include regulating anything covered through aquaculture licenses from DFO. Once the amendments are complete, a review should be undertaken to determine any necessary zoning amendments. Applications should include foreshore and underwater archaeological reviews to protect historical clam beds, fish weirs, and cultural heritage. Section 35 rights for access should be considered.

			On January 14, 2021 the Island Trust Chair sent a submission comments pertinent to the federal Aquaculture Act Consultation	

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Provincial Legislation in Progress				
		Nothing relevant at this time.		
Federal Legislation in Progress				
Private Member's Bill, Bill C-250, to amend the Canada Shipping Act, 2001 to prohibit the anchoring of freighter vessels using coastal waters along the Southern Strait of Georgia	First Reading: 2020-10-06 **Current status: Outside the Order of Precedence (November 02, 2021)**	In addition to the noise and light pollution, the parked freighters, some of which are 300 meters in size, have caused serious concerns with potential pollution of the marine environment and the species that live there. Over the past several years, community groups, local governments, and First Nations have made repeated calls to Transport Canada to protect clam beds, prawns, oysters, and endangered species, such as the southern resident killer whale, from the environmental impact of the anchored shipping vessels. No progress on the Bill since last report NEW: August 12, 2021 - Transport Canada and the Vancouver Fraser Port Authority will be working with partners to design a ' new system to improve marine vessel traffic movement. Vancouver Fraser Port Authority and Transport Canada aim to complete the new system by March 31, 2022. During the process, they will engage a variety of partners including, Indigenous groups and local organizations and consider potential regulatory changes that would support the development of this new system.	Since 2010 Islands Trust has undertaken numerous advocacy actions related to vessel anchoring around the Trust Area. The Islands Trust Chair wrote to the new Transport Canada Minister in January requesting an update on the Anchorage Initiative. The Islands Trust and allies were successful in getting the February Ocean Protection Plan consultation event agenda amended to include an anchorage update.	Staff will continue to monitor.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
		The proposed new system will manage marine vessel traffic and optimize the supply chain flow. Once implemented, this system is intended to: • Strengthen maritime safety by reducing congestion; • Reduce environmental impacts, including noise impacts in Southern Resident killer whale habitat, by limiting vessel movements; and • Reduce negative social impacts (like ambient noise and light pollution) by reducing overall anchorage use and implementing a code of conduct for vessels at anchorage.		

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Provincial Legislation in Effect				
Bill 22 – 2021: Freedom of Information and Protection of Privacy Amendment Act, 2021	Royal Assent November 25, 2021	Highlights of the amendments include: • updating FOIPPA's data-residency provisions so public bodies can use modern tools while continuing to protect personal information; • adopting a privacy management program (in accordance with the directions of the minister responsible for this Act), • enhancing public-sector privacy protections and increasing accountability by implementing mandatory privacy-breach reporting; • introducing a modest application fee ($10) for non-personal freedom of information (FOI) requests; and • demonstrating the Province's commitment to diversity, inclusion, reconciliation and equity by increasing information sharing with Indigenous Peoples, adding Indigenous cultural protections and removing non-inclusive language		Trust Council and Local Trust Committees will amend their respective FOIPP bylaws and the Islands Trust Conservancy will amends its policy to reflect changes to fees under the amended FOIPP Act; The FOI Head of the above noted Islands Trust bodies will develop a privacy management program

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		A special committee of the Legislative Assembly is embarking on a statutory review of FOIPPA, and this process is likely to lead to even more recommendations for reform. Whether the government will implement any recommendations remains to be seen. As part of these changes, the B.C. government introduced a $10 fee for general freedom of information (FOI) requests. The application fee for general requests is intended to bring B.C. in line with other Canadian jurisdictions that also have an application fee. Those making personal requests will continue to pay no fee at all.		in accordance with the directions of the minister responsible for the Act; and Islands Trust FOI and Information Systems staff will adjust FOI practices as necessary in accordance with the amended FOIPP Act and regulations.
Bill 23 – 2021: Forests Statutes Amendment Act, 2021	Royal Assent: November 25, 2021	The Forest and Range Practices Act governs how forest and range practices and activities are conducted on Crown land and came into effect in 2004. Proposed changes will come into effect by regulation expected over the next year. Bill 23 amends the Forest and Range Practices Act and other forest-related acts. New components of the legislation include: • reshaping British Columbia's forest-management framework by repositioning government as the land manager; • reasserting the public interest in forest management; • equipping land managers with appropriate tools to establish resilient forests; and • supporting reconciliation with First Nations through changes that authorize government to establish landscape-level plans in collaboration with First Nations.		
Bill 26 Municipal Affairs Statutes	BC Reg dated Jan 31, 2022	The Municipal Affairs Statutes Amendments Act (No. 2), 2021, among other purposes:	Islands Trust has taken an active role in advocating	Staff will review internal procedures for

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Amendment Act (No. 2), 2021	makes all provisions effective Feb 28, 2022 https://www.bclaws.gov.bc.ca/civix/document/id/oic/oic_cur/0050_2022	• Require local governments to consider developing or updating codes of conduct (does not apply to Islands Trust bodies) • Streamline local government development approvals processes • Modernize local government public notice requirements • Respond to the Islands Trust request to remove administrative barriers and meet its unique mandate more effectively The proposed amendments to the Islands Trust Act address specific requests made by the Islands Trust Council. The changes include: • including a specific reference to First Nations in the trust's objective statement to recognize its ongoing relationship and reconciliation efforts with First Nations; • enabling the Islands Trust to give financial support to community groups for activities that provide education about or preserve the environment and unique amenities of the Trust Area; and • streamlining the Islands Trust development approvals processes by enabling local trust committees to adopt and amend Development Approval Information bylaws. Moving this decision to local trust committees is consistent with other authorities in the trust and will create efficiencies in approval processes. The following legislated changes apply to all local governments in British columbia, and aspects of this legislation will affect planning at the Islands Trust. Specially: 1. Changes to notices for public hearings – no longer need to rely on newspaper, with a default system in the new	for several components of this legislation. Specifically**; Electronic Permit And Public Hearing Notification changes** through resolutions to AVICC and UBCM in 2021; and a request for **Legislative Changes to the Islands Trust Act** in 2018. A news release welcoming the changes to the legislation was sent out by Islands Trust in mid-November	giving notice of public hearings and meetings, and advise local trust committees accordingly. A bylaw must be adopted in order for trust bodies to provide for alternative means of publishing a notice instead of publishing the notice in a newpaper.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		legislation. **LTCs can adopt an alternative approach by bylaw**. 2. Ability to delegate minor DVPs to staff – the legislation places limitations on the types of variances and requires that the delegating bylaw specify what is "minor". **This delegation would be via bylaw** , with guidelines for staff on when to approve, as well as a definition of what is considered minor. The amendment to the Islands Trust Act to add First Nations came into force with Royal Assent of Bill 26. and all of the provisions above will come into force by regulation; this is not expected happen until early 2022.		
Land Act - Order for the Recovery of Marbled Murrelet (Brachyramphus marmoratus)	In effect: December 2, 2021	Ministry of Forests, Lands, Natural Resource Operations and Rural Development has issued a Land Use Objectives Regulation (LUOR) Order under the provincial Land Act to implement priority Actions identified in the Implementation Plan for Marbled Murrelet. Primary objectives of Order: • To ensure the availability of suitable habitat meets or exceeds minimum habitat thresholds established for provincial Crown land for the West and North Vancouver Island and the Southern Mainland Coast Conservation Region (80%)s; • To retain 100% of the remaining suitable habitat on provincial Crown land in the East Vancouver Island Conservation Region. This Order is relevant to Crown land in the East Vancouver Island [EVI], West and North Vancouver Island [WNVI], and Southern Mainland Coast [SMC] Conservation Regions. Marine critical		

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		habitat has been identified in the Thormanby Island and Sidney Island areas. Though the Order pertains to Crown land, the impacts of the Order in the Island Trust Area are to ensure that land connecting these suitable habitat polygons that are not on Crown land are flagged as Marbled Murrelet suitable habitat for future planning and development inquiries. In addition, recruitment of younger trees in suitable habitat is an activity that supports the Recovery Plan for Marbled Murrelets. The sustainability of marine habitat for forage fish species is critical in recovery of these birds. Reducing forest fragmentation and education tactics to reduce bird entanglement in fishing gear would be beneficial.		
Bill 29: Interpretation Amendment Act, 2021	Royal Assent November 25, 2021	This legislation makes it clear that all provincial laws uphold, and do not diminish, the rights of Indigenous people protected under section 35 of the Canadian Constitution. This is known as a universal non-derogation clause. The amendments to the Interpretation Act, developed in consultation and co-operation with Indigenous representative organizations, also add an interpretive direction that all provincial acts and regulations must be read so as to be consistent with the UN Declaration.	Trust Council adopted a Reconciliation Declaration on March 14, 2019 and staff has continuously worked to improve engagement with First Nations during development of OCP and LUB bylaws, as well as other engagement processes.	Continued work to improve processes.
Bill 18 Human Rights Code Amendment Act, 2021	Royal Assent November 25, 2021	This legislation adds Indigenous identity as a protected ground against discrimination in the B.C. Human Rights Code. Currently the B.C. Human Rights Code provides protection from discrimination on the grounds of race, colour, ancestry, place of origin and religion. While the BC Human Rights Tribunal has interpreted these grounds to encompass Indigenous identity, these amendments will make the protection explicit by adding “Indigenous identity” as a protected ground.		

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Forest Amendment Act, 2021	Royal Assent November 25, 2021	The Forest Amendment Act, 2021 will ensure local communities, First Nations and smaller companies have more opportunities in the forest sector, establish a fair framework for compensation regarding changes to harvesting rights, and enhance government's ability to manage timber harvesting in the public interest. These amendments will support government's new vision of how B.C. cares for its forests, as outlined in the Intentions Paper released in June, 2021, as well as the ongoing implementation of all 14 recommendations from the Old Growth Strategic Review.	Chair Luckham attended regional discussions.	
BC Reg 119/90 amendment 597/2021	In force as of November 1, 2021	Allows local trust committees to delegate, by bylaw, issuance of development permits to staff.	This was a request of Trust Council to help reduce processing time and cost.	Staff will develop a report to local trust committees with options, and develop a model delegation bylaw.
Applied Biologists Regulation Amendment	Approved and Ordered September 13, 2021. Comes into force September 1, 2022	The province of British Columbia has granted reserved practice – or practice rights – to applied biology professionals making BC the first jurisdiction in the world to recognize the profession of applied biology as full partner in resource management. The amended Applied Biologists Regulation now clearly defines the practice of applied biology and delineates those functions that require the education and competencies of a registered applied biology professional. Implications for Islands Trust is that anything that falls within the scope of Applied Biology under the amended Applied Biologists Regulation must be done by, or done under supervision of an R.P. Bio or an R.B.Tech. It will have specific implications for Islands Trust Conservancy as well as many conservancy groups in the islands. An FAQ is available at https://www.cab-bc.org/file-download/communications-faq-reserved-practice-2021.		Staff will be assessing whether any changes are required to existing processes.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Land Act - Ministerial Order No. M329 – Private Moorage	Effective from August 24, 2021 to August 23, 2023	The order by the B.C. Ministry of Forests, Lands, Natural Resource Operations and Rural Development will prohibit new applications for private moorage within the southern Gulf Islands and the southeast shoreline of Vancouver Island for the next two years. Rationale for the closure include that private moorages can cause restricted access to foreshore and marine areas; increase turbidity from dock construction and increased boat traffic; increase contamination from dock materials such as treated timber and corrosion; increase shading to fish and fish habitat; and cause direct disturbance to marine resources such as kelp, eelgrass and clam beds. The prohibition does not apply to applications for new private moorage where road access to an upland property does not exist, nor to applications to replace or assign an existing permission, lease, or licence for private moorage within the existing tenure boundary.	Islands Trust Council is considering adding directive policies in the Islands Trust Policy Statement requiring local trust committees and island municipalities to restrict some new private docks within the Trust Area as part of the update to the Policy Statement.	
Water Sustainability Act	Deadline reminder announced July 02, 2021 **and again on September 25, 2021.** **A further reminder was issued by UBCM and CivicInfo BC on**	This act was brought into force to ensure a sustainable supply of fresh, clean water that meets the needs of B.C. residents today and in the future. The WSA is the principal law for managing the diversion and use of water resources. The WSA provides important new tools and updates B.C.'s strategy for protecting, managing and using water efficiently throughout the province. Under the WSA, anyone who diverts and uses groundwater for anything other than household use is required to obtain a water licence and pay water fees and rentals. Licensing groundwater use establishes equity between surface water and groundwater users, and gives groundwater users rights to use water based on the priority scheme that currently exists.	Islands Trust has produced a Facebook post on this topic. In partnership with Islands Trust, provincial staff conducted a free online information webinar on British Columbia's groundwater licensing program on Thursday, February 3. A recording of	

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
	December 8, 2021 **NEW: Deadline reminder announced Fe bruary 2, 2022**	Licensing groundwater use also helps the B.C. Government to understand how much water is being used in the province. NEW: July 02, 2021 **March 1, 2022, is the deadline** to apply for a water licence for those who were using groundwater from a well or dugout on or before Feb. 29, 2016, for non-domestic purposes, such as irrigation or industrial use. A water licence is not required for a household well or groundwater used for domestic purposes, such as watering lawns and gardens. However, domestic well owners are encouraged to register their well for free so their use is known and considered by decision-makers dealing with other licence applications	the webinar is available here.	
Bill 10: Municipal Affairs Statutes Amendment Act, 2021	First Reading: 2021-04-13 Royal Assent: June 17, 2021	The bill , which appears to address Islands Trust public hearings but not meetings, is summarized below, **Electronic meetings and electronic public hearings:** ▪ The Local Government Act, Community Charter and Vancouver Charter will be amended to enable local governments to hold regular and council committee meetings electronically and conduct public hearings electronically. References in the Bill to electronic public hearings will apply to local trust committees. ▪ These amendments contain specific transparency requirements, which include providing public notice so people have the information they need to participate in electronic meetings and public hearings. ▪ Currently, BC Reg 283/2009 Islands Trust Electronic Meetings Regulation enables trust bodies to conduct special meetings electronically and has been amended to enable regular meetings to be conducted electronically.	BC Reg 521/2021 amends Islands Trust Regulation 283/2009 to allow electronic meetings for all Islands Trust bodies. This came into force on September 29, 2021.	As of September 13, 2021 Islands Trust has authorization to adopt electronic meeting bylaws. Trust bodies are working to adopt new electronic meeting provisions in procedure bylaws.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		Mail-ballot voting: ▪ Proposed amendments to the Local Government Act and Vancouver Charter will remove legislative limitations, enabling local governments, by bylaw, to expand eligibility for mail ballot voting to everyone, rather than only those who are absent or have an illness, injury or disability. News release: https://news.gov.bc.ca/releases/2021MUNI0023-000898 - backgrounder follows. **Order in council 521;** signed on September 13, 2021, amends the Islands Trust Electronic Regulation to include regular meetings.		Trust Council's Election Procedure Bylaw No. 124 will require amendment to reflect the change to mail ballot voting legislation.
Federal Legislation in Effect				
Fisheries Act – Variation order - 5 New Glass Sponge Reef Closures in Howe Sound	In effect: January 17, 2022	Fisheries and Oceans Canada (DFO) has designated 5 new Glass Sponge Reef Closures in the Howe Sound/Átl'ka7tsem region with the aim of creating marine refuges in the future. These new closures are located in: Alberta Bay, Carmelo Point, Langdale, Mariners Rest and Collingwood Channel. No commercial or recreational bottom-contact fishing activities are allowed within these closures: includes fishing for prawn, shrimp, crab and groundfish (including halibut). These closures are in addition to existing Glass Sponge Reef Refuges in the Strait of Georgia (7 refuges) and Howe Sound/Átl'ka7tsem (10 refuges). The refuges further restrict Indigenous Food, Social and Ceremonial bottom-contact fishing activities. British Columbia's ancient glass sponge reefs are a globally unique ecosystem that are areas of high biodiversity and provide important habitat for many marine animals including salmon, spot prawns, rockfish, herring, halibut and sharks. The Strait of Georgia and Howe Sound Conservation Initiative implements measures to protect and conserve glass sponge reefs on British Columbia's south coast.	In 2018, Gambier Island LTC advocated to Fisheries and Oceans Canada for protection of glass sponge reefs	

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Interim Order for the Protection of the Killer Whale (Orcinus orca) in the Waters of Southern British Columbia, 2021	Reminder announced: December 29, 2021	As part of the measures introduced by the Government of Canada in 2021, vessels are still prohibited from approaching any killer whale within a 400-metre distance in British Columbia coastal waters between Campbell River and Ucluelet until May 31, 2022. Canada's *Marine Mammal Regulations*, which require maintaining 200 metres away from killer whales off the coast of B.C., continue to apply year-round.		

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
G.S.R. Capital Group Inc. vs The City of White Rock and James Nyhus in his capacity as Chief Building Official	Decision: February 4, 2022	The developer (G.S.R. Capital Group Inc.) took the city to B.C. Supreme Court in 2019, accusing council of acting unfairly and without the proper authority. It argued a development permit issued by a previous council should have been binding, forcing the new council to preserve the old zoning for two years. The developer lost the case in March 2020, then lost again February 04, 2022 after taking it to the B.C. Court of Appeal. In the decision, justice Harvey M. Groberman found the Local Government Act does not bind the city to an old development permit. He also said the city wasn't unreasonable to describe the project as a "proposed development" when the developer applied for a building permit.		
Thomas and Saik'uz First Nation v Rio Tinto Alcan Inc.	Decision: January 7, 2022	In this case, the Saik'uz and Stellat'en First Nations (the "Plaintiffs") sought to hold Rio Tinto Alcan ("RTA") liable for damage caused to their fisheries by the operation of the Kenney Dam and the diversion of the Nechako River. The Court made important recognitions of the Plaintiffs' Aboriginal rights, found the actions of RTA constituted a continuing nuisance,		

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
		and made important declarations against the federal and provincial Crowns. However, the Court found that RTA could rely on the defence of statutory authority, and therefore did not make orders requiring RTA to release more water into the Nechako River watershed. The decision follows a long and complex trial between the Plaintiffs and three defendants: RTA, the government of British Columbia ("BC"), and the government of Canada ("Canada"). The Court declared that, in light of its findings, both Crown governments have a responsibility to take action to protect the Plaintiffs' rights and the fish upon which the rights depend.		
City of Victoria Wins Short-Term Rental Court Cases	Announced: December 16, 2021	Four recent court cases against illegal short-term rental operators demonstrate the City's short-term rental policy and enforcement efforts are working. The cases resulted in close to $20,000 in fines and court orders prohibiting five people from operating short-term rentals. The decisions confirm the City's regulations are sound and pave the way for future prosecutions against illegal operators.		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
A Guidebook for Local Governments: Developing Levels of Service (LOS) for Natural Assets	Released January 2022	Many local governments are challenged with integrating natural asset management into their overall asset management practices and plans that they use for other types of infrastructure. This guidebook has been developed to help address this challenge.		
Now What? – A guide to next	Released January 2022	Inventories are a first step in the natural asset management cycle. They help identify what natural assets exist in a local government		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
steps in natural asset management.		jurisdiction, their condition, and risks they may face. But what's next? This guide gives practical advice on what to do once you have completed your natural asset inventory.		
Green Bylaws Toolkit – 2021 edition	Coming Soon Webinar recording now available.	The Stewardship Centre is pleased to announce **the 2021 edition of the Green Bylaws Toolkit will soon be released**. This update includes the addition of more case studies and topics of interest to local government and deeper consideration of ecosystem connectivity and the importance of restoring and linking ecologically valuable land. The existing information has been updated to reflect changes in legislation, best practices and bylaws since the Toolkit was last updated. The revised Toolkit will continue to help BC planners and local governments to implement ecologically sustainable land use practices. A recording of a webinar on the toolkit is available through the Stewardship Centre for BC website		
A practitioner's handbook for planning and community health	Released November 23, 2021	*The Practitioner's handbook for planning and community health* highlights planning and public health barriers in communities and points to effective methods that address these challenges. It also provides an overview of different types of community plans, the relationships between them, and identifies which plans to prioritize.		
CleanBC Roadmap to 2030	Announced Oct. 25, 2021	The CleanBC Roadmap to 2030 plan accelerates measures in B.C.'s climate plan introduces new ideas to help B.C. achieve the Paris emissions reduction targets for 2030 and reach net-zero by 2050. NEW: In tandem with this plan is a **report** that outlines some potential implications for local governments. The CleanBC Roadmap to 2030 includes a series of actions across eight pathways. They include:		Staff will monitor.

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		• a commitment to increase the price on carbon pollution to meet or exceed the federal benchmark, with supports for people and businesses; • requirements for new industry projects to have enforceable plans to reach B.C.'s legislated and sectoral targets and net zero by 2050; • stronger regulations that will nearly eliminate industrial methane emissions by 2035; • a comprehensive review of the oil and gas royalty system to ensure it aligns with B.C.'s climate goals and provides a fair return for British Columbians, with outcomes released in February 2022; • new requirements to make all new buildings zero-carbon by 2030; • a nation-leading adoption of zero-emission vehicles (ZEVs) by 2030 and 100% ZEVs by 2035; • developing new ZEV targets for medium- and heavy-duty vehicles; • an accelerated shift toward active transportation and public transit (30% by 2030; 40% by 2040; 50% by 2050); • increased clean fuel and energy efficiency requirements; and • support for innovation in areas like clean hydrogen, the forest-based bioeconomy and negative emissions technology.		
Guide for Municipal Climate Change Staff.	Released Sept. 21, 2021	The guide provides information on: • The structure and decision-making systems of municipal government • Helpful tips and criteria to consider when developing a business case for local climate projects		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		• Approaches to communicating about climate action • The importance of data and analysis for your climate work and suggested data sources • Professional development skills including negotiation and communication. • Personal insights from climate change staff		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Roberts Bank Terminal 2 Project Engagement	Extended to March 15, 2022	The Vancouver Fraser Port Authority proposes the construction and operation of a new three-berth marine container terminal located at Roberts Bank in Delta, British Columbia, approximately 35 km south of Vancouver. The proposed project, to be located next to the existing Deltaport and Westshore Terminals, would provide an additional 2.4 million twenty-foot equivalent units of container capacity per year at Roberts Bank. On August 24, 2020, the former Minister of Environment and Climate Change requested that the Proponent provide additional information in order to inform his decisions under the Canadian Environmental Assessment Act, 2012 for the Roberts Bank Terminal 2 Project (the Project). The Proponent has provided its response to the information request to the Impact Assessment Agency of Canada (the Agency). The Agency is holding a public comment period as part of the environmental assessment process for the proposed Project and seeking input on the Proponent's response. In addition, the Agency has developed a draft of potential project conditions after taking	Islands Trust has conducted significant advocacy on shipping issues that affect the Islands Trust Area. Specifically, Islands Trust provided input to the Review Panel Secretariat, on the Roberts Bank Terminal 2 Project in April 2019.	

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		into account the Panel Report and the Proponent's additional information. This document outlines the conditions that the Proponent would have to comply with if the Project is approved. The public and Indigenous groups are now invited to submit comments on both documents in either official language before March 15, 2022.		
Local government-Indigenous relations survey	Open	UBCM is launching a new survey on Indigenous Relations intended for local government staff and elected officials. This survey will be used to inform advocacy and update existing reconciliation and relationship building resources for members.		
Approach to Geographical Naming Engagement	Open	The Province is conducting engagement on updates to British Columbia's Geographical Naming Principles, Policy, and Procedures to further reconciliation with Indigenous Peoples. Interested local government representatives were asked to **register** in advance to participate in virtual engagement sessions being held on February 8 and 9, or **email** for a link to an online survey.		
Watershed Security Strategy and Fund Engagement	Open until March 18, 2022 at 4 PM	A discussion paper has been developed that outlines key strategic themes for safeguarding B.C.'s watersheds and builds on the important work many communities are doing to protect and restore their local watersheds. People are now being invited to provide input about the ideas and options presented in the discussion paper.	On February 2, 2022 Executive Committee requested staff to draft a letter from the Chair, with respect to the British Columbia Watershed Security Strategy and Fund to be reviewed at Executive Committee for the signature of the Chair.	Send Chair letter if directed by Executive Committee.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Memorandum of Understanding on Local Government Financial Resiliency between the province and UBCM	Announced January 26, 2022	The MOU will guide the Province and UBCM in a review of the local government finance system. This will include discussions about cost pressures local governments may be experiencing around attainable housing, community safety and climate change, and the impact of the new economy. These issues were identified in a UBCM membership-endorsed report and published in August 2021. The report included 20 recommendations that focused on strengthening the municipal and regional district finance system. This MOU responds to a UBCM report recommendation for government and UBCM to work together to strengthen the local government finance system.		
Consultations on the potential amendment of Schedule 1, the List of Wildlife Species at Risk under the Species at Risk Act	Open until May 10, 2022	Environment and Climate Change Canada is seeking comments on proposed amendments to Schedule 1 resulting from assessments of 18 terrestrial species. Some of these species are found in the Island Trust Area. Fisheries and Oceans Canada are conducting consultations for 16 aquatic species eligible for addition to the list and for three aquatic species eligible for reclassification. Some of these species are found in the Island Trust Area.		
Marine Finfish Aquaculture Conditions of Licence Review	Closed: January 31, 2022	Fisheries and Oceans Canada is responsible for licensing all aquaculture facilities in BC. The aquaculture licence and conditions of licence are designed to ensure the sustainable operation and development of marine finfish aquaculture.	The Policy Statement contains a Trust Council commitment policy "Trust Council holds that finfish farms should not be located in the marine waters of the Trust Area."	

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Engagement for Area-Based Aquaculture Management (ABAM)	Dialogue meetings available upon request until March 2022.	Area-Based Aquaculture Management (ABAM) is a new initiative in British Columbia which aims to have different levels of governments, stakeholders, and industry working together to spatially plan, manage, monitor, and continue to improve aquaculture activities. This will occur within distinct geographical areas so the unique jurisdictional, ecological, social, cultural, and economic values that exist can be considered.		
Watershed Security Strategy and Fund Discussion Paper Engagement	Engagement process opened January 25, 2022	The Ministry of Environment and Climate Change Strategy is now inviting people living in B.C., governments, organizations, businesses, and other stakeholders to share opinions on the development of new provincial Watershed Security Strategy and Fund. The Province is developing the strategy with Indigenous Peoples and in collaboration with other levels of government. The engagement period is from January 25, 2022 to March 18, 2022.		The Islands Trust Chair will be writing to the appropriate ministries affirming Trust Council support for the location of a dedicated Emergency Response Towing Vessel in Sidney, B.C.
Guidance for residential flexibility on ALR	Released November, 2021	The Ministry of Agriculture, Food & Fisheries has released guidance to provide information about the changes to the Agricultural Land Reserve Use Regulation in order to assist local governments in understanding and implementing residential flexibility. In July 2021, the Provincial government approved amendments to the Agricultural Land Reserve Use Regulation. The amendments, which come into effect on December 31, 2021, permit second residences on ALR parcels based on certain conditions.		
Government of Canada extends contract for	Announced Nov. 05, 2021	As part of the Oceans Protection Plan, two vessels have been strategically located in the waters off British Columbia since late-2018, helping ensure the Canadian Coast Guard has the vessels it	Islands Trust has done, and continues to do,	

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
marine emergency towing vessels on the West Coast		needs to respond to incidents involving large ships off the West Coast. The *Atlantic Raven* was on scene and continues to play an essential role in the ongoing incident involving the *M/V Zim Kingston* off Greater Victoria, Vancouver Island. On Nov. 05, 2021 the Government of Canada announced a one-year contract extension for the lease of the two emergency towing vessels. The extension of this contract is an interim measure while the federal government determines how best to provide sustainable emergency towing capabilities. The extension is valued at $20 million.	significant advocacy on Ship Safety in this region. NEW: On January 26, 2022, Island Trust Council and San Juan County sent a joint letter to the Minister of Fisheries, Oceans and the Canadian Coast Guard and the Minister of Transport requesting that the Canadian government facilitate the repositioning of one of Canada's multi-mission emergency towing vessels to Sidney, B.C.	
Old-Growth Forest Deferrals	Announced Nov. 02, 2021	Logging deferrals are a temporary measure – recommended by 2020's Old Growth Strategic Review – to prevent irreversible biodiversity loss while First Nations, the Province and other partners develop a new approach to sustainable forest management that prioritizes ecosystem health and community prosperity throughout B.C. This new approach will be based on the recommendations provided in the Old Growth Strategic Review and will recognize that a shift to prioritize ecosystem health is necessary if the forests are to continue to provide essential benefits, such as clean air, clean water, carbon storage, conservation of biodiversity and timber.		Staff are analyzing implications for the Trust Area.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		Some of the prioritised areas are within the Islands Trust Area NEW: A Progress update on old growth, worker supports was posted on Dec 16, 2021		
COVID-19 vaccination policy for BC Public Service employees	Updated Nov. 01, 2021	The policy applies to any employee working for the BC Public Service, regardless of whether the employee works on site or remotely. This also includes employees of any board, commission, agency, or organization to which the Public Service Act applies or whose employees are hired in accordance with the Public Service Act, unless their organization will have a comparable policy in place by Nov. 22. Complementary to the new proof of vaccination policy, the existing BC Public Service Occupational Safety and Health Policy has been updated to require contractors and others accessing employee-only areas of indoor public-service workplaces to be fully vaccinated by Dec. 13, 2021. This does not apply to members of the public accessing government services.	Islands Trust CAO has developed an *Islands Trust Proof of Vaccination* process and communicated the process to staff. All staff have met with supervisors to declare their vaccination status.	
Draft Climate Preparedness and Adaptation Strategy	Released June 09, 2021 A final version of the strategy is expected for release in early 2022.	The draft strategy includes proposed actions to expand cultural and prescribed burning to reduce wildfire risks, support nature-based climate solutions, support pilot projects for water supply and demand management and establish an ocean acidification plan, among others. Public consultation on the actions and guiding principles in the draft strategy was open until Aug. 12, 2021. The draft Climate Preparedness and Adaptation Strategy outlines actions planned to take place from 2022-25.		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Modernizing Forest Policy in British Columbia – intentions paper	Released June 01, 2021	The BC Government's vision to modernize forest policy and protect old growth will take time to fully implement. It is focused on three guiding principles: increased sector participation, enhanced stewardship and sustainability, and a strengthened social contract to give government more control over management of the sector. The released intentions paper reinforces government's other actions on forests, including the commitment to implement all recommendations coming out of the independent old growth review. Additionally, the proposed changes to forestry policy will address the rapid decline of available timber and promote higher-value wood products like mass timber. It also recognizes that responsibly managed forests are a legacy for future generations. Addendum: The Ministry of Forests, Lands, Natural Resource Operations and Rural Development hosted regional policy-specific discussions to gather local government input following the release of the recent intentions paper Modernizing Forest Policy in British Columbia. These sessions are designed for Mayors, Chairs or their delegates to share insights on behalf of their communities. **On September 09, 2021, 20 First Nations denounced the engagement process on modernization of forest policy in BC.** **On Oct. 20, 2021, Amendments to the Forest and Range Practices Act were introduced. See "Provincial Legislation in Progress" above.** **On Oct. 20 2021, Further Forest Policy engagement announced**	Trustee Luckham attended regional discussions.	

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Private Managed Forest Land Program Review	Ongoing	The Ministry of Forests, Lands, Natural Resource Operations and Rural Development has the jurisdiction to amend the Private Managed Forest Land Act, which currently restricts Islands Trust's ability to fulfill its preserve and protect mandate as well as compromises its Reconciliation Action Plan and efforts to mitigate and adapt to climate change. The Ministry of Municipal Affairs, with the Islands Trust Act, oversees Islands Trusts preserve and protect mandate, including with respect to protecting forests, tree cover, and their associated habitats.	Chair wrote in 2020 to request PMFL Act Amendments	

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 8-10, 2022
From:	Trust Programs Committee	**Date prepared:**	February 11, 3022

SUBJECT: ISLANDS TRUST COMMUNITY STEWARDSHIP AWARDS 2022

PURPOSE: To provide the Trust Council with background on the 2022 Community Stewardship Award Program.

BACKGROUND:

In 2022, Islands Trust will offer the Community Stewardship Awards (CSA) Program for the seventeenth time. It provides an opportunity for Islands Trust to engage island communities in promoting stewardship that advances the Object of Islands Trust.

- The purpose of the CSA program is to recognize and encourage the actions of individuals and organizations that support the mandate of Islands Trust.
- Since its inception in 2002, 88 awards have been given to individuals and organizations across the entire Trust Area. Nominated and award-winning projects have addressed a wide range of issues including: land, water and marine conservation, agriculture, wildlife rescue and rehabilitation, community news publication, and the compilation and management of community records.
- Trust Programs Committee is responsible for reviewing CSA nominations in May in a closed meeting and recommending award recipients to Trust Council in June.

Islands Trust will request nominations through a news release, the Islands Trust website, social media posts, notices to subscribers, and posters. The deadline for award nominations will be in April, 2022. The Islands Trust Council Chair will send all nominees a congratulatory letter and Islands Trust will announce the names of all nominees in a news release. Typically, local trust committees and Bowen Island Municipality host on-island recognition events for recipients and nominees.

In September, 2020, Trust Council voted to amend the Community Stewardship Awards Program policy (2.1.11) and voted to suspend the program.

In December, 2021, Trust Council voted to reinstate the program for 2022 and amended the Community Stewardship Awards Program policy to clarify that the program will now only be offered in the final year of each term.

Proposed Awards Timeline and Process

February:	Announce award program (news release with broad distribution to media and potential nominators, web page information, social media posts, etc.)
March:	Provide posters to trustees for local promotion
Mid-April:	Close of nominations, followed by initial staff screening of nominations for eligibility
Late-April	All nominees will receive a letter from the Chair
Mid-April to Early May	Staff develop profiles of each nomination in consultation with nominee and nominator and post to website with news release
Late April:	Staff seek input on nominations from local trustees
May:	Trust Programs Committee reviews nominations in-camera and forwards recommendations to Trust Council
June:	Trust Council decision regarding awards and award recipients notified
June:	News release issued and names of recipients posted to website
Aug:	If needed, Trust Programs Committee reviews the program and process
Fall:	Awards presentations at local trust committee or island municipality meetings. Each award recipient is presented with an award and a letter of congratulations from the Islands Trust Council Chair. In previous years, recipients have been honoured at a special event arranged by local trustees, where family, friends, interested community members, local media and others are present. Guidelines for arranging a CSA event (either special or during a regularly scheduled meeting) will be provided to the relevant trustees and staff after Trust Council decides on the recipients.

Budget and Resources

- The cost for each award will not exceed $100.
- Local trust committees may use up to $100 from their local trust committee budgets to cover the costs of a public presentation ceremony.
- Trust Area Services staff provide support to the Trust Programs Committee in implementing the awards program, which can require up to two weeks of staff time spread over five months.

FOLLOW-UP:

Staff will administer the 2022 Community Stewardship Award program as directed by policy / Trust Programs Committee.

ATTACHMENT: Community Stewardship Award Program Overview - 2002-2019.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date:

Community Stewardship Award Program Overview
2002-2019

Number of Nominations - Since 2002, there have been 208 nominations with an average of 13 nominations per year. In 2017, Islands Trust received the highest number of nominations (19). The lowest number of nominations (6) occurred in 2010. There were 12 nominations in 2019.

Number of Recipients – Since 2002, there have been 88 Community Stewardship Awards recipients. There has been a range in the number of awards given each year, ranging from three awards in 2002 to seven awards in 2014 and 2015.

Nominations per Island	207		**Recipients per Island**	76
North and South Pender Islands	46		Salt Spring Island	17
Salt Spring Island	37		North and South Pender Islands	15
Hornby Island	20		Saturna Island	7
Gabriola Island and Mudge Island	20		Denman Island	6
Denman Island	15		Hornby Island	6
Saturna Island	15		Mayne Island	6
Lasqueti Island	12		Gabriola Island	6
Mayne Island	13		Bowen Island	4
Galiano Island	10		Galiano Island	4
Bowen Island + Bowyer/Passage	10		Lasqueti Island	3
Thetis Island	5		Gambier Island	2
Gambier Island	3		Thetis Island	1
Trust-wide	2		Trust-wide	1

2002- 2019 LIST OF NOMINEES/ISLANDS
Bullet and bold font indicates award recipients

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
2019	• **Snuneymuxw Elder Geraldine Manson (C'tasi:a), Gabriola** • **Mark Bottomley, Lasqueti** • **Sara Steil, North Pender Island (posthumous)** Andrew Fall, Lasqueti Andrew Simon, Galiano Bruce Russell, Bowen Christine Torgrimson, Salt Spring	• **Saturna Recycle and Free Store** • **Thetis Island Nature Conservancy Society** Aloha Aina Farms, Salt Spring Saturna Lions Club Saturna Scribbler	Bowen (1) Gabriola (1) Galiano (1) Lasqueti (2) North Pender (1) Salt Spring (2) Saturna (3) Thetis (1) Total = 11
2017	• **Bob Turner, Bowen Island** • **Bob Weeden, Salt Spring Island** • **Everhard van Lidth de Juede, Bowen** • **Liz Ciocea, Gabriola** Brenda Guiled, Salt Spring	• **Denman Island Memorial Society** • **Gabriola Arts Council** (two nominations) • **Hornby and Denman Community Health Care Society**	Bowen (3) Denman (1) Denman and Hornby (2) Gabriola (4)

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
	Jacinthe Eastick, Gabriola John Peirce, Gabriola Karen Ethridge, Hornby and Denman Laura Matthias, Salt Spring Michelle Catherine Nelson, Bowen	• **Saturna Community Club** Lasqueti Island Emergency Dispatch Advisory Committee Mayne Island Assisted Living Society Mudge Island Citizens Society Salt Spring Seniors Services Society	Lasqueti (1) Mayne (1) Mudge (1) Salt Spring (4) Saturna (1) Total = 18
2015	• **Leigh Ann Milman, Gabriola** • **Susan Yates, Gabriola** • **Michael Dunn, Mayne** Marguerite Lee, Salt Spring Richard Bauer, Lasqueti Jan Kirkby, North Pender Andrew Fall, Lasqueti Grant Scott, Hornby	• **Island Futures Society, Gabriola Island** • **Mayne Island Agricultural Society** • **Saturna Island Marine Research and Education Society** • **Protect Grace Islet Group, Salt Spring Island** Denman Opposes Coal Gabriola Land and Trails Trust Gabriola Rescue of Wildlife Society Keats Island Fire Equipment Group, Gambier LTA Watercliff Farm, Gabriola	Denman (1) Gabriola (6) Gambier (1) Hornby (1) Lasqueti (2) Mayne (2) Penders (1) Salt Spring (2) Saturna (1) Total = 17
2014	• **David Denning, Salt Spring** • **Brian Hollingshead, Saturna** • **Barrie Morrison and Nancy Waxler-Morrison (posthumous), North Pender** • **Paul and Monica Petrie, Pender Islands** • **Christa Grace-Warrick, Pender Islands**	• **Association of Denman Island Marine Stewards** • **Galiano Conservancy Association**	Denman (1) Galiano (1) Penders (3) Salt Spring (1) Saturna (1) Total = 7
2013	• **Richard Blagborne, Saturna** • **Chris and Judith Plant, Gabriola** • **Jan Slakov, Salt Spring** • **Ana Miriam Leigh (posthumous), Denman** Dr. Peter Carter and Julie Johnston, North Pender Mike Hoebel, Galiano Patrick Smith, South Pender Jill Treewater, Salt Spring	• **Lasqueti Island Forage Fish Team** • **Mayne Island Conservancy** • **Salt Spring Island Water Council** Bowen Island Golf Association Denman Island Volunteer Fire Department Salt Spring Island Water Preservation Society	Bowen (1) Denman (2) Gabriola (1) Galiano (1) Lasqueti (1) Mayne (1) Penders (2) Salt Spring (4) Saturna (1) Total = 14
2012	• **Stuart Watson, Gambier** • **Margot Venton, North Pender** • **Anne Macey, Salt Spring** • **Dr. Donald Marshall, Bowen** • **Peter Karsten, Denman** Michael Dunn, Mayne Patricia Forbes, Lasqueti Lindsay Hamson, South/North Pender Islands	• **Gabriola Island Health Care Foundation, Society and Auxiliary** • **Hornby Quilters Group** • **Saturna Island Ecological Education Centre** Denman Island Residents Association's Parks Committee	Bowen (1) Denman (2) Gabriola (1) Galiano (1) Gambier (1) Hornby (1) Lasqueti (1) Mayne (1) Penders (4)

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
	Shirley LePers, South/North Pender Islands Ken Millard, Galiano Monica and Paul Petrie, South/North Pender Islands Dr. John Sprague, Salt Spring Bob Watson, Salt Spring John Wiznuk, Saturna		Salt Spring (3) Saturna (2) Total = 18
2011	• **Sue Ellen Fast, Bowen** • **Barry Mathias, Pender Islands** • **Sara Steil, Pender Islands** • **Jane Wolverton, Galiano** Henning Nielsen, Denman Gisele Rudischer, Gabriola Nadia Krebs, Galiano Wayne Hewitt, Salt Spring	• **Hornby New Clinic Committee** • **Pender Island Fire Rescue Department**	Bowen (1) Denman (1) Gabriola (1) Galiano (2) Hornby (1) Penders (3) Salt Spring (1) Total = 10
2010	• **Tekla Deverell, North Pender** • **Patti Willis, Denman** • **Jon Guy, Saturna** • **Sylvia Pincott, North Pender** • **Dorothy Cutting, Salt Spring** Pat Ropars, Saturna	**None**	Denman (1) Pender (2) Salt Spring (1) Saturna (2) Total = 6
2009	• **Kelsey Mech, Salt Spring** • **Patricia McLaughlin, Denman** • **Jacqueline Booth, Salt Spring (Posthumous nomination)** Andrew Carmichael, Hornby Linda and Peter George, Gabriola Janice Oakley and Martine Paulin, Galiano	• **Hornby Island Residents and Ratepayers' Association** • **Salt Spring Island Conservancy** Lasqueti Internet Access Society Mayne Island Early Childhood Society Mayne Island Agricultural Society and Fall Fair Pender Islands Community Service Society Pender Organic Community Garden Society	Denman (1) Galiano (2) Hornby (2) Mayne (2) Lasqueti (1) Pender (2) Salt Spring (3) Total = 13
2008	• **Mary Cooper, Mayne** • **Maureen Moore, Salt Spring** • **Geri Crooks, Saturna** • **Alasdair and Nancy Gordon, Lasqueti** Peter Askin, Mayne John Arthur Money, Saturna Patricia McLaughlin, Denman Lon Wood, Thetis Grant Gordon, Thetis Patti Willis, Denman Bowie Keefer, Galiano Tekla Deverell, Pender	• **Lasqueti Island Nature Conservancy** • **Lyall Creek Salmon and Trout Enhancement Project, Saturna Island** Saturna Scribbler Volunteers Land Trust Alliance of British Columbia Pender Islands Animal Welfare Society	Denman (2) Galiano (1) Lasqueti (2) Mayne (2) Pender (2) Saturna (4) Salt Spring (1) Thetis (2) All islands (1) Total = 17

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
2007	• **Ursula Poepel - Pender Islands** • **Karl Hamson - Pender Islands** • **Jennifer Brown MacLeod - Gabriola** Derek Hopzapfel - Pender Islands Sara Steil – Pender Islands David Rae – Pender Islands Beverley Vreeswijk - Thetis	• **The Pender Post - Pender Islands** • **Gambier Island Conservancy** • **SSI Alternative Gypsy Moth Control Program** Pender Islands Conservancy Association	Pender (7) Salt Spring (2) Gambier(1) Gabriola (1) Thetis (1) Total = 12
2006	• **Bob Burgess, Thetis** • **Anne Johnson, Mayne** David Manning, Pender Glenna Borsuk, Gabriola Jan Kirby, Pender Michelle Marsden, Pender	• **Michelle Marsden and the B.C. Coastal Clean Up Campaign, Pender Islands** • **Salt Spring Island Conservancy, Mount Erskine Campaign**	Pender (4) Salt Spring I(1) Thetis (1) Mayne (1) Gabriola (1) Total = 8
2005	• **Hilary Brown, Hornby** • **Katherine Dunster, Bowen** Nicholas/Naomi Wilde, North Pender (honourable mention) Christa Grace-Warrick, North Pender Darlene Gage, Hornby Dave and Florence Davidson, North Pender Leigh-Ann Millman, Gabriola Maureen Moore, Salt Spring Newell Smith, North Pender Robert Weeden , Salt Spring Sylvia Pincott, North Pender	• **Hornby Water Stewardship Project** • **Mayne Island Japanese Gardens** Denman Conservancy Association (honourable mention) Hornby Island Community Economic Enhancement Corporation	North Pender (5) Hornby(4) Salt Spring (2) Bowen (1) Gabriola (1) Denman (1) Mayne (1) Total = 15
2004	• **Kenneth Millard, Galiano** • **Tom Gossett, Salt Spring** Susan Crowe, Hornby Andrew Carmichael/Dale Chase, Hornby Darlene Gage, Hornby Don Herbert, Mayne David Work, Hornby	• **Island Stream and Salmon Enhancement Society, Salt Spring Island** • **Salt Spring Island Residents for Responsible Land Use**	Hornby (4) Salt Spring (3) Galiano (1) Mayne (1) Total = 9
2003	• **Jenny Balke, Denman** • **Tony Quin, Hornby** Margaret Taylor, Gabriola Giles Bassett, Hornby Chris Ferris, Lasqueti Pat Forbes, Lasqueti Donald Twohey, Passage Kathy Reimer, Salt Spring	• **Bowen Forest & Water Management Society** • **Islands in the Salish Seas Mapping Project - All Islands** Conservancy Hornby Island Hornby Residents & Ratepayers Assn Mayne Agricultural Society and Fall Fair The Pender Islands Museum Society The Pender Islands Parks Commission Whalewych Farm, Pender Island Salt Spring Island Monetary Foundation	Hornby (4) Penders (3) Lasqueti (2) Salt Spring (2) Bowen (1) Denman (1) Gabriola (1) Mayne (1) Passage (1) All Islands (1) Total = 17

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
2002	• **Maureen Milburn, Salt Spring** Tony Quin, Hornby David Spalding, South Pender Bev Bullen, Hornby Earl Hastings, Pender Islands Helen Allison, North Pender Island The Late Allan Brooks, South Pender David and Mary Dennis, North Pender	• **Community of Trincomali – North Pender Island** • **Island Wildlife Natural Care Centre - Salt Spring Island** Pender Islands Recycling Society Salt Spring Island Monetary Foundation Salt Spring Women – Preserve /Protect Salt Spring Women – Fund raising	Penders (7) Salt Spring (5) Hornby (2) Total = 14

ISLANDS TRUST CONSERVANCY

ISLANDS TRUST CONSERVANCY REPORT TO TRUST COUNCIL 4th Quarter 2021-2022

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
Provided orientation to new Islands Trust staff Supported 2022/23 budget consultation and completed 2022/23 budget planning Completed meeting procedures bylaw revisions Submitted final report for Conservation Economic Stimulus Initiative grant Approved strategic directions for 2022/23 with focus on Climate Change Project and Reconciliation	Initiate review of ITC Five-Year Plan and ITC Reconciliation Action Plan Determine tool for data management for applications and property management Collate updated provincial and federal mapping of at-risk species habitat and occurrence Complete kelp mapping for Islands Trust Area and assist UVic bull kelp mapping project (if funded) Species at risk grant annual report
2. COVENANT AND PROPERTY ACQUISITIONS	
Responded to conservation enquiries (Mayne, Lasqueti, Salt Spring, Bowen, North Pender) Completed one Ecological Gift process and submitted two other applications. Began negotiations on two property donations (Salt Spring) and two conservation covenants (Salt Spring, North Pender)	Continue negotiations on 121 ha of land (six covenants and four land acquisitions) and complete three Ecological Gifts applications Continue participation on the Coastal Douglas-fir & Associated Ecosystems Conservation Partnership Steering and Securement Committees Update template documents and improve procedures for baseline assessment reports
3. COVENANT AND PROPERTY MANAGEMENT	
Restoration planting and maintenance on nature reserves on Lasqueti, Gambier and Mayne Islands New entrance sign installed at S'ul-hween X'pey (Elder Cedar) Nature Reserve on Gabriola Island Initiated species at risk surveys with Capilano University and Gambier Island Conservancy at Long Bay Wetland Nature Reserve (Gambier) Continued invasive plant management on three covenants and seven nature reserves (Denman, Gabriola, Galiano, Gambier, Salt Spring) Approved one nature reserve management plan (Thetis)	Plan and begin annual monitoring of 111 properties Resume Garry Oak ecosystem restoration on one covenant (Salt Spring) and begin Garry Oak ecosystem restoration project on one covenant (Sidney) Begin Sharp-Tailed Snake surveys in two covenants (North Pender, Salt Spring) and three nature reserves (Galiano, Salt Spring, Thetis) Continue participation in the Sidney Island Ecological Restoration Project and the Capital Region Invasive Species Partnership Initiate climate change impacts analysis pilot study

As of March 2022 the Islands Trust Conservancy protects 111 conservation properties, 32 nature reserves and 79 covenants (of which 27 have NAPTEP certificates)

3. COVENANT AND PROPERTY MANAGEMENT (CONT.)	
Worked with Indigenous Knowledge Holders and youth to complete a riparian ecosystem restoration project in a culturally sensitive area (Salt Spring) Continued invasive plant management on three covenants and seven nature reserves (Denman, Gabriola, Galiano, Gambier, Salt Spring) Developed signage for new covenants (North Pender, Salt Spring) Supported maternal Little Brown Bat colony infrastructure (Denman)	Trial use of iNaturalist for ITC conservation lands Issue contract(s) for priority invasive plant management in covenants and nature reserves Resume American bullfrog control (Sidney Is.) Work with partners to finalize one management plan (Salt Spring) Management planning in progress for two nature reserves on Keats (1) and North Pender (1) Drafting a sensitive data sharing agreement for use with covenant landowners
4. COMMUNICATIONS AND OUTREACH	
Continued landholder contact with Gabriola Lands and Trails Trust, including a direct mailout to 123 landholders and a presentation on NAPTEP at the Islands Trust-led Gabriola Stewardship Webinar Introduced social media management software (Hootsuite) - increased social media engagement on Facebook + Twitter and allows for audience insights & analytics Drafted news releases for newly protected lands Updated ITC style guide and internal templates to better support brand identity Invitations, registration and survey sent out for Species at Risk Workshop Revised ITC Rack Card	Issue the *Spring 2022 Heron* (March/April) Host the Gathering for Species at Risk Workshop Created short video(s) to celebrate donated covenants since 2020 Publish media announcements for newly protected lands and for Board recruitment In partnership with Gabriola Lands and Trails Trust, continue outreach to landholders (Gabriola) Update website information and investigate opportunities for blog/stories on website Draft an updated ITC communications strategy Rebuild eNews templates and procedures
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Completed Chair Holiday Appeal Initiated estate administration for a new bequest Wrapped up national legacy campaign: Willpower Placed Legacy Giving advert in the Driftwood newspaper and promoted Opportunity Fund Strategic Giving article for Thetis Island Quarterly	Continue trustee and donor interviews to build out fund development storytelling Profile ITC in Land Trust Alliance BC newsletter Continue meetings with planned giving advisors Refine internal processes for fund development and set up monthly giving Finalize Professional Advisor ITC Discovery Package

As of March 2022 the Islands Trust Conservancy protects 111 conservation properties, 32 nature reserves and 79 covenants (of which 27 have NAPTEP certificates)

Trust Area Services Report
Quarter 4: December -February
Prepared on: February 17, 2022

General:

Trust Area Services (TAS) staff supported a Trust Programs Committee (TPC) meeting on February 11, 2021. The committee received a briefing regarding the Policy Statement Amendment Project, a stewardship education program briefing and draft materials, and a Community Stewardship Award Program briefing.

We are pleased to welcome Koreen Gorak as acting Communications Specialist until March 31.

Islands 2050 Policy Statement Amendment Project:

A separate briefing on the Policy Statement Amendment Project is provided within this agenda package. Please note that all public correspondence and referral responses are being posted to the Islands 2050 webpage for trustee review on a continuous basis.

Legislative Monitoring:

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

Reconciliation and Intergovernmental Relations:

Staff worked directly with some First Nations and agencies to meet electronically to engage and build relationships. Activities are described in a separate briefing in this agenda package.

Staff also met with staff from the Ministry of Forests, Lands and Natural Resource Operations and Rural Development to discuss development of a new agreement concerning Crown lands.

Communications/Engagement:

Annual Report: The annual report preparation cycle has begun.

Media Relations – Fielded media inquiries from local news outlets.

News Releases: In the last quarter, TAS issued three news releases.

- January 21, 2022 - Islands Trust seeks input on its proposed 2022/23 budget
- January 28, 2022 - Groundwater Licencing Program Information February 3, 2022 Webinar
- February 3, 2022 - March Islands Trust Council Meeting Program Announced
- February 2022- Island Trust Council will review governance review report at the March 2022 quarterly meeting in Nanaimo
- February 2022 - ISL Engineering and Land Services engaged to deliver the third phase of public engagement for the Islands 2050 Policy Statement Amendment Project

- February 2022 - Islands Trust 2022 Community Stewardship Awards Nomination Now Open

2022/23 Budget Consultation: Staff created and implemented a budget survey and promoted the initiative. The survey was completed 1256 times and the Trust received 30 e-mails. A 223 page report was compiled for Financial Planning Committee/Trust Council.

Webinars: Staff developed, promoted, and hosted two webinars this quarter – budget engagement and wells and ground water webinar. The Islands Trust held it first budget webinar on Thursday, January 27th, 2022 from 7:00 – 9:00 pm. Fifty-nine people registered for the webinar, twenty-nine people participated during the zoom webinar, and 74 watched on the livestream. In addition, the Freshwater Specialist and Trust Area Services staff teamed up to host the Province and provide an educational webinar to describe the importance of the March 1, 2022 deadline to apply for a water licence, and provided local context to the risks of not applying. Two hundred and forty four people registered for the webinar, 182 people participated during the zoom webinar, and 177 watched on the livestream. There are recordings of both webinars on the website. Staff provided a survey to all participants to seek feedback to inform future webinar offerings.

PowerPoint template: Staff developed a new PowerPoint template for the budget webinar. This template will be used to create a generic presentation about the Islands Trust.

Property Tax Notice Insert: Staff provided Financial Planning Committee with a briefing about the 2022 property tax insert notice and received feedback. Staff will prepare an updated insert to provide the Province of BC by the April 1 deadline

Living in Trust Area mailing: On February 5, 2021, Trust Programs Committee endorsed a project charter for a Living in the Trust Area mailing program. This project's primary purpose is to guide the development of an introductory letter and informational materials to be mailed to new land purchasers in the Trust Area. Also in scope was the review of existing Islands Trust publications and the development of procedures for future mail-outs, as well as the production and mailing costs for a first mail-out to be posted by end of March 2022.

Work completed to date includes a review of existing Islands Trust materials, development of GIS code for regular mailing lists and draft printing and mailing procedures. As well, a set of draft materials have been developed:

- Cover Letter (new)
- Islands Trust brochure (new) (attached)
- Islands Trust Conservancy rack card (update)
- Land-use planning information and contact sheet (new) (attached)
- Trust Area Stewardship tips guide (new) (attached)
- 'Government and other services' contact sheets for 12 LTAs (new)
- Groundwater conservation brochure (update) (attached)
- Magnet design: 'You have to be more careful with an island'

Staff are also finalizing written procedures and recommendations to guide the timing and implementation of future mail-outs. The mail-out materials will also be made available on the Islands Trust website and through other channels. Staff will develop a communications plan and publication distribution plan. As time permits, staff will also develop an Islands Trust rack card for general use, including by realtors.

Social Media: In the last quarter, Facebook followers have increased by 5% to a total of 683 followers, and while Twitter saw few new followers (21 new followers over three months), posts garnered increased engagement, with over 2,292 visits to the Islands trust Twitter Profile Page (up

from just over 600 visits in the last quarter). In addition to sharing Islands Trust news and content as primary content, staff continue to share external news and publications that are relevant to the Trust Area and the preserve and protect mandate. These posts have garnered an increase in engagement and impressions, in particular on Twitter. As always, trustees are encouraged to share Islands Trust social media posts.

Newspaper Advertising: In support of the 2022/23 budget engagement process, Islands Trust issued a news release; sent one subscriber message; and purchased ads in three newspapers (Bowen Island Undercurrent, Gabriola Sounder and Denman-Hornby Grapevine), in monthly publications (Saturna Scribbler, Our Isle and Times, Mayneliner, Pender Post, Denman Flagstone). In support of Islands 2050 Phase 3 engagement Islands Trust purchased ads in monthly publications (The Flagstone, Mayneliner, Pender Post, Saturna Scribbler, Active Page, The First Edition, Our Isle and Times) and in the printed and electronic weekly newspapers (Driftwood, Gabriola Sounder, Grey Dawn Printing Hornby Tribune, The Island Grapevine, Bowen Island Undercurrent, Coast Report, and Salt Spring exchange).

Media Clippings: Staff continue to monitor media sources and provide a summary of Trust-relevant news stories to trustees. While staff aim to provide updates twice a week, this service is provided on a time-available basis.

Website: Staff continued to respond to suggestions for updates with the new website and make incremental improvements and updates.

Secretariat Services: The coordinated bodies are in their final weeks of work for this fiscal year. They are working hard at finalizing their spending and staff are supporting them where they need help. The Bayne Sound Lambert Channel Ecosystem hosted a December Forum, while the Southern Gulf Island Forum continue to host their monthly meetings and prepare for their March Forum. The Coastal Douglas-fir and Associated Ecosystems Conservation Partnership is working on updating their website.

Advocacy/Intergovernmental relations:

The following advocacy letters have been sent since the December Trust Council meeting.

- Joint letter with San Juan County Council to request that the Minister of Minister of Fisheries, Oceans and the Canadian Coast Guard and Minister of Transport facilitate the repositioning of one of Canada's multi-mission ETVs to Sidney, British Columbia to extend the protections afforded by these vessels to the inland shipping corridor to Vancouver.
- Letter from Executive Committee to Association of Vancouver Island and Coastal Communities providing two resolutions and backgrounders consideration at the 2022 Association of Vancouver Island and Coastal Communities (AVICC) and Union of BC Municipalities (UBCM) conventions, requesting that:
    - the Province fund and support the development and integration of climate risk and vulnerability assessments into Official Community Plan review processes.
    - the Province provide funding and support to local governments and Islands Trust to facilitate affordable housing projects in rural areas in British Columbia.

Staff supported local trust committee chairs with the following letters:

- Letter from the Hornby Island Local Trust Committee to the CEO of BC Housing in support of the Hornby Island Housing Society and Beulah Creek Village Project.

- Letter from the Galiano Island Local Trust Committee to the Manager, Real Estate and Municipal Affairs, Access Networks BC of Rogers Communications in response to their email regarding a proposed antenna system.
- Letter from the Hornby Island Local Trust Committee to the K'ómoks First Nation in support of their Expression of Interest for Pilot Area, Area-Based Aquaculture Management Initiative with Fisheries and Oceans, Canada.
- Letter from the Denman Island Local Trust Committee to the K'ómoks First Nation in support of their Expression of Interest for Pilot Area, Area-Based Aquaculture Management Initiative with Fisheries and Oceans, Canada.
- Letter from the Gambier Island Local Trust Committee to the Member of Parliament for West Vancouver – Sunshine Coast – Sea to Sky Country in congratulations of his re-election to represent the riding.
- Letter from the Gambier Island Local Trust Committee to Nexwsxwníẇ ntm ta Úxwumixw Skwxwú7mesh Úxwumixw in congratulations of the September 2021 election and a desire to meet and engage with them over the next four years.
  Letter from the Galiano Island Local Trust Committee to 'whom it may concern' in support of a Galiano Health Care Centre – Community Health Centre/Urgent Primary Care Site

In addition, staff supported the Trust Council Chair providing letters of support for:

- W̱SÁNEĆ Leadership Council's CENENITEL: Working Together to Unlock Nature Smart Climate Solutions" Nature Smart Climate Solutions Fund Proposal, and the
- Galiano Conservancy Association's "Mid-Island Protected Areas Network Expansion & Carbon Enhancement Project" Nature Smart Climate Solutions Fund Proposal.

Delegation letters:

Thank-you letters were sent to the seven individuals/groups who made presentations and delegations to the December 2021 Trust Council meeting.

Grants:

Since the last report, staff have submitted applications for funding from Transport Canada's Community Participation Funding Program and from Heritage BC- Time Immemorial 150 grant program. Funding was confirmed from the Community Participation Funding Program for participation in the Ocean Protection Plan winter forum and the Trust was unsuccessful in receiving a Heritage BC grant for the Mapping Overlay Project – Phase 2. In addition, a comprehensive final report was developed and submitted to UBCM For the Gabriola Island Local Trust Committee's Active Transportation Project. Several requests for grant research were again received, research undertaken, and information disseminated. Staff continue to monitor grant-funded projects and prepare reports to funders as required.

Attached: Sample enclosures for the Living in the Trust Area mailing

The Islands Trust acknowledges that the Islands Trust Area is located within the treaty and territorial lands and waters of the BOḰEĆEN, Cowichan Tribes, K'ómoks, Lək̓ ʷəŋən (Esquimalt, Songhees, T-Souke), Lyackson, MÁLEXEŁ, Qualicum, scəw̓aθən məsteyəxʷ, Scia'new, səl̓ilwətaʔɬ, SEMYOME, shíshálh, Sḵwx̱wú7mesh, Snaw-naw-as, Snuneymuxw, Spune'luxutth, STÁUTW̱, Stz'uminus, ɬaʔəmen, toq qaymɩxʷ, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, W̱JOŁEŁP, W̱SIḴEM, Xeláltxw, Xwémalhkwu/ʔop qaymɩxʷ, and xʷməθkʷəy̓əm.

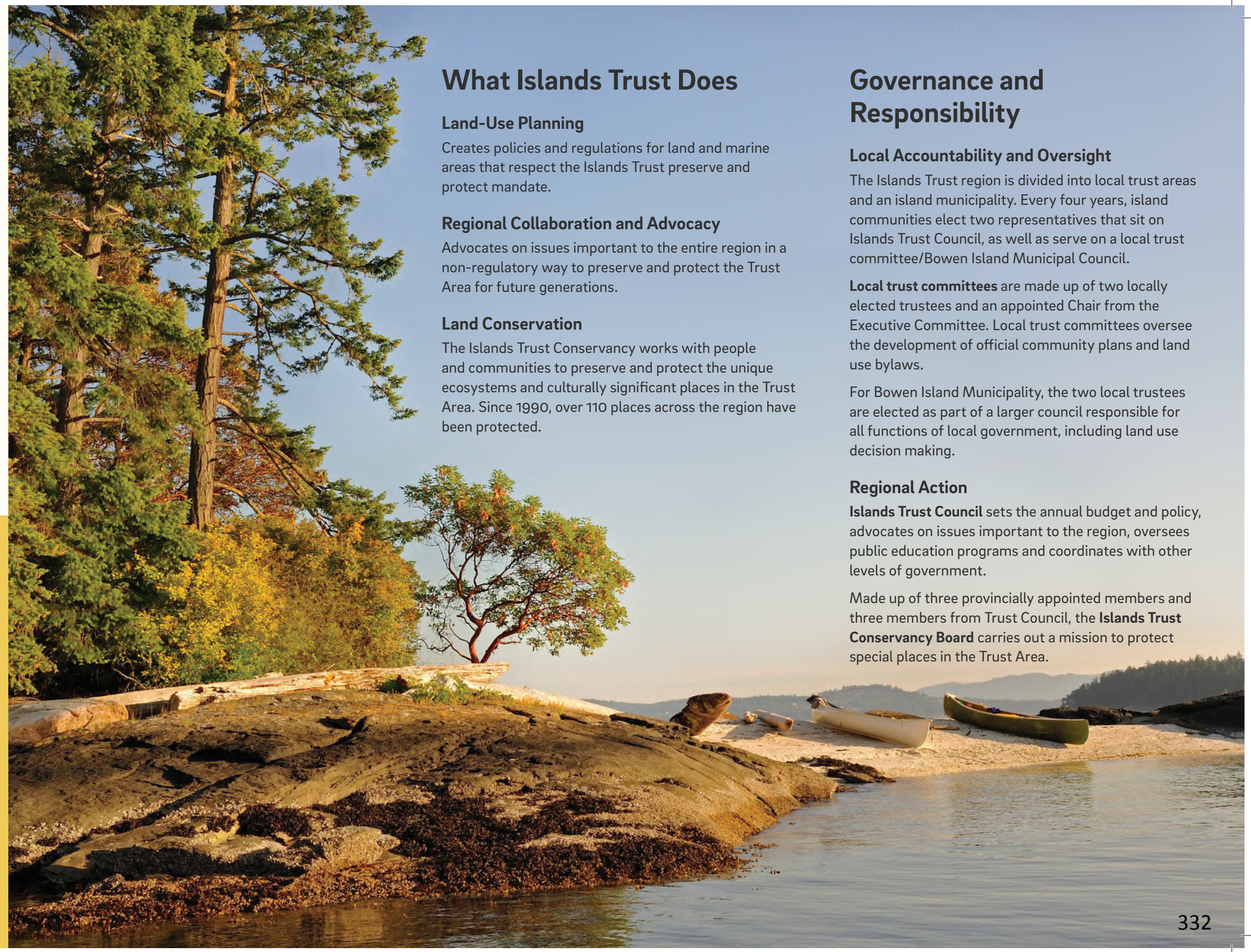
The Islands Trust and Islands Trust Conservancy have committed to Reconciliation Declarations and are guided by the principles of reconciliation, the Truth and Reconciliation Commission Calls to Action and the Declaration on the Rights of Indigenous Peoples Act.

The Islands Trust

Islands Trust is a special purpose government mandated to preserve and protect over 450 Islands and surrounding waters in the Salish Sea.

The Province of British Columbia created the Islands Trust in 1974 in response to rates of development in the Gulf Islands and the need to protect the unique amenities and environment of the region.

Today, the Islands Trust preserves and protects the islands in the context of many complex challenges, including climate change, lack of affordable housing, freshwater limitations, hundreds of species of risk, and development and tourism pressures.



What Islands Trust Does

Land-Use Planning

Creates policies and regulations for land and marine areas that respect the Islands Trust preserve and protect mandate.

Regional Collaboration and Advocacy

Advocates on issues important to the entire region in a non-regulatory way to preserve and protect the Trust Area for future generations.

Land Conservation

The Islands Trust Conservancy works with people and communities to preserve and protect the unique ecosystems and culturally significant places in the Trust Area. Since 1990, over 110 places across the region have been protected.

Governance and Responsibility

Local Accountability and Oversight

The Islands Trust region is divided into local trust areas and an island municipality. Every four years, island communities elect two representatives that sit on Islands Trust Council, as well as serve on a local trust committee/Bowen Island Municipal Council.

Local trust committees are made up of two locally elected trustees and an appointed Chair from the Executive Committee. Local trust committees oversee the development of official community plans and land use bylaws.

For Bowen Island Municipality, the two local trustees are elected as part of a larger council responsible for all functions of local government, including land use decision making.

Regional Action

Islands Trust Council sets the annual budget and policy, advocates on issues important to the region, oversees public education programs and coordinates with other levels of government.

Made up of three provincially appointed members and three members from Trust Council, the **Islands Trust Conservancy Board** carries out a mission to protect special places in the Trust Area.

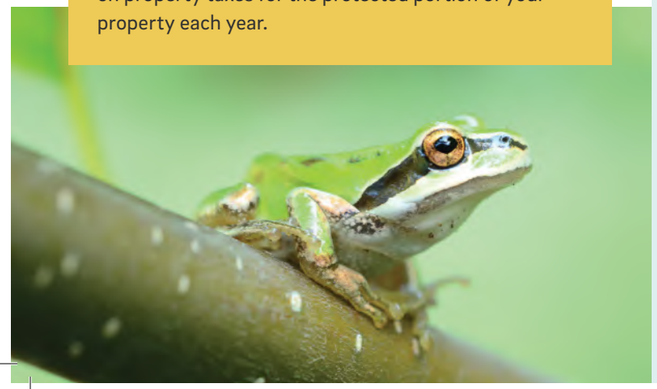
Want to Get Involved?

Many residents and property owners get involved directly with the Islands Trust by:

- Serving as members of advisory committees
- Attending local trust committee, Islands Trust Conservancy and Trust Council meetings
- Volunteering on land conservation and stewardship projects
- Protecting natural areas and cultural locations on private land by registering a conservation covenant
- Gifting ecologically significant land to Islands Trust Conservancy

Visit **IslandsTrust.bc.ca** to get more information on ways to participate or to subscribe for updates on Islands Trust news and events.

Receive Property Tax Relief with NAPTEP
Protecting landscapes through Island Trust's Natural Area Protection Tax Exemption Program (NAPTEP) gives you the opportunity to receive a 65% exemption on property taxes for the protected portion of your property each year.



The Trust Area

Encompassing the waters and islands of the Salish Sea between southern Vancouver Island and the mainland, the Trust Area of British Columbia has been home to Indigenous Peoples since time immemorial.

The region features vibrant communities, spectacular beauty, extensive cultural sites, and some of the world's most precious and endangered ecosystems.

The Islands Trust Area covers 5,200 square kilometres and is home to over 30,000 residents, 10,000 non-resident property owners and is the homeland of over 28,000 Coast Salish People.

Visit us

islandstrust.bc.ca

Contact us

Islands Trust
250-405-5151
information@islandstrust.bc.ca

Islands Trust Conservancy
250-405-5186
itcmail@islandstrust.bc.ca

Call toll free via Service BC: 1-800-663-7867
Vancouver 604-660-2421

Follow us

Frog photo by Kristine Mayes
Last updated: February 25, 2022

Islands Trust

Preserving and protecting over 450 islands and surrounding waters in the Salish Sea

Islands Trust

We're here to help: Learn about your local bylaws and zoning regulations, before you make your plans.

In the Islands Trust Area, permitting may be required for new builds, renovations, tree removal or home-based business development.

Contact Islands Trust to learn about the zoning bylaws that can affect your plans to use and develop your property.

Many of the island regulations reflect community values and are in place to protect the region's unique environment and cultural heritage.

Galiano, Mayne, North Pender, South Pender and Saturna Island Local Trust Areas

250-405-5151

southinfo@islandstrust.bc.ca

Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis and the Ballenas-Winchelsea Island Local Trust Areas

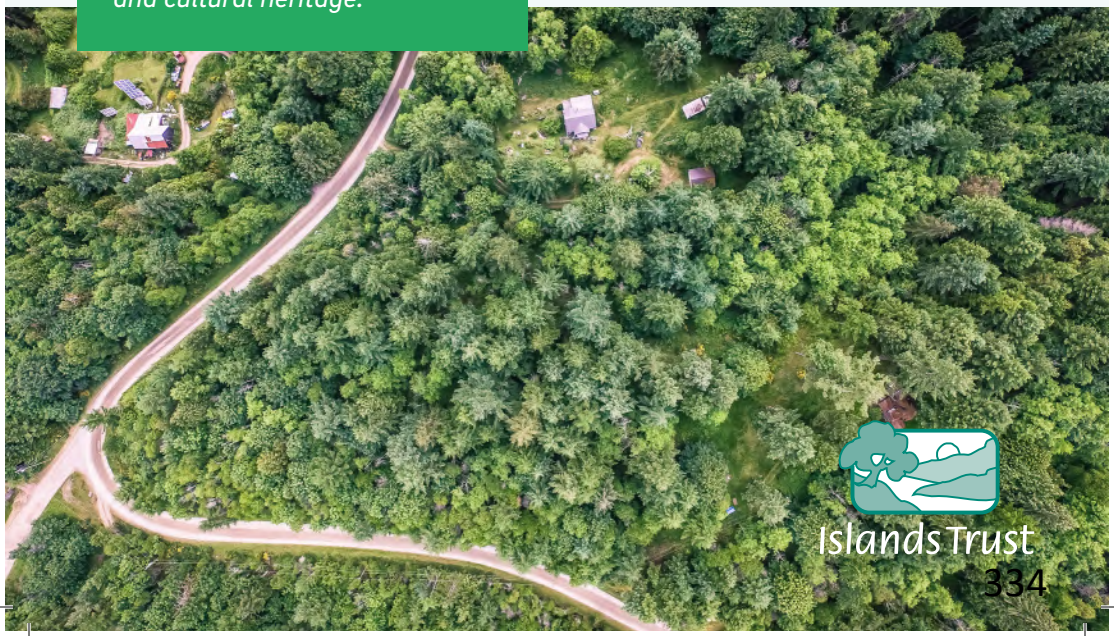
250-247-2063

northinfo@islandstrust.bc.ca

Salt Spring Island Local Trust Area

250-537-9144

ssiinfo@islandstrust.bc.ca



First Nations

The Islands Trust Area is within treaty and territorial lands and waters of many First Nation governments, which may have their own permitting requirements related to land use. Engagement with First Nations may be required. Islands Trust land use decision-making is moving towards greater protection of cultural heritage and sites, ancestral resting places, and culturally significant areas.

Other Government Services

Other services such as building permits, fire, water, police, hospitals, roads and sewers are provided by other agencies. For information on who to contact, visit the 'Other Government Services' page on the Islands Trust website.

Bowen Island

Questions regarding building permits, zoning inquiries, subdivision applications, and other development applications for Bowen Island residents can be addressed directly to Bowen Island Municipality.

604-947-4255

planning@bimbc.ca

Calls can be made to Islands Trust toll-free via Service BC:

In Vancouver call: 604-660-2421

Elsewhere in BC call: 1-800-663-7867

IslandsTrust

Preserving and protecting over 450 islands and surrounding waters in the Salish Sea

islandstrust.bc.ca

Photography: Kris Krüg (front); Kristine Mayes (above)

Stewardship Tips

LAND

TREES

WATER

SHORELINES

Islands Trust

Living on the islands, you will make many decisions about how you use, enjoy, and care for your property.

With over 67% of land in the Trust Area privately owned, residents have an important role to play in protecting and stewarding this special place. The maintenance, building and landscaping decisions you make affect your energy use, drought and flood resistance, windbreaks, and fire protection. The decisions you make can also impact plants and animals in your environment, cultural sites, and affect the region's ability to withstand the impacts of climate change.

Encompassing the waters and islands of the Salish Sea between southern Vancouver Island and the mainland, the Islands Trust Area has been home to Indigenous Peoples since time immemorial. The region features spectacular beauty, extensive cultural sites, and some of the world's most precious and endangered ecosystems.

The Trust Area is situated within the territories of the Coast Salish Peoples and includes many gathering places, village sites and cultivated harvesting areas, dating back over 14,000 years.

Get to Know the Land

Plan ahead: identify environmental values and ensure protection of cultural sites before site clearing, planning, and design.

Locate development (new buildings, driveways, landscaping and septic systems) away from areas of cultural significance or with high environmental value, like shorelines, wetlands, rare ecosystems (such as Garry oak meadows), and wildlife trees.

Cluster development in one area to minimize site disturbance, protect natural areas, and save money.

Remove invasive species that can out-compete native species. Invasive plants can also pose threats to human and animal health, fuel wildfires, and devalue a property.

American bushtit (*Psaltriparus minimus*)

Think About the Trees

Healthy forests are vibrant, diverse ecological communities with rich environmental and community values. They are also among the islands' greatest natural assets for climate change resilience and water protection.

Minimize tree cutting and soil disturbance. The islands' trees and soils have vital ecological and climate values, important to both people and wildlife.

Protect forests on your property to support their key functions in providing wildlife habitat, absorbing carbon, and storing rainwater. Healthy forests protect against extreme wildfires, drought, and flooding.

If you do have to address hazard trees, consider leaving the trunk behind to provide shelter and food for wildlife.

Are there any eagle, heron or other raptor nests on your property? These nests are protected by legislation. Section 34 of the B.C. Wildlife Act prohibits interference with nesting trees of raptors, whether or not the nests are active.

Leave some fallen trees, logs, and branches on the ground for insects, amphibians, reptiles, small mammals, and birds. These materials also improve soil nutrients and moisture retention, and reduce fire hazard.

Sharp-tailed snake (*Contia tenuis*)

Water is Essential and in Short Supply

Natural areas that hold and filter rainwater, such as healthy forests, meadows and wetlands, help protect the islands' precious groundwater.

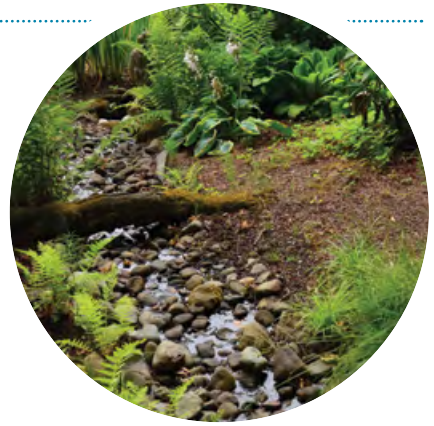
Observe the way water flows over the land and design any landscaping and development to maintain natural drainage patterns.

Landscape with native, drought-hardy plants and shrubs, rather than water-demanding lawns and ornamentals.

Minimize the use of hard impervious surfaces, such as concrete, that promote runoff and negatively impact water infiltration into soils and groundwater reservoirs.

Convert portions of existing lawn or landscaping to rain gardens, designed to hold, filter and slowly release surface water runoff from roads, roofs, or other impervious structures into the landscape.

If your property has a stream or wetland, retain a protective buffer of native trees and vegetation around it.



From clam gardens, to fish weirs, to middens, island shorelines are sensitive ecological and cultural areas that require continued preservation and protection.

Care for Marine Shorelines

Island shorelines are valuable for ecological and cultural reasons. Much of the Salish Sea's marine life, including salmon, whales, and birds, relies on nearshore habitat for spawning, early life, or food.

Locate residences and infrastructure further inland to reduce the need for shoreline protection. Avoid hard shoreline structures, such as seawalls, riprap and retaining walls, that can harm fish and wildlife, and which may not prevent erosion.

Consider 'soft' shoreline designs to reduce erosion, which use natural vegetation, logs, and low slopes to stabilize soils and provide upland drainage and habitat.

Protect critical seagrass habitat. Seagrasses are incredible carbon sinks, provide habitat for fish and wildlife, and protect shorelines from damaging wave action. Consider sharing a dock among several neighbours to reduce the loss of these important ecosystems.

Smolts in sea grass
TAVISH CAMPBELL

Protect Nature

Join the growing community of island landowners who are creating a natural legacy for the future. Consider donating a covenant (easement) on your property if there are ecologically or culturally valuable areas that you want to protect permanently. Conservation covenants are registered on title and can give you significant tax benefits.

Visit Islands Trust Conservancy to learn more ways to protect nature on the land you love

Discover locations of sensitive ecosystems and protected places near you on Islands Trust's mapping platform

Find land stewardship resources to care for habitat, garden with native plants and protect against invasive plants

Contact Islands Trust for more information on natural areas stewardship, protection of cultural and archaeological sites, as well as land-use zoning bylaws that can affect your plans to use and develop your property.

information@islandstrust.bc.ca 250-405-5151 (Victoria)
islandstrust.bc.ca

Islands Trust

ISLANDS TRUST CONSERVANCY

Outside the home

Gardening
Plant drought-resistant species, landscape with native plants and use mulch to retain soil moisture. Water early in the morning. Water the plant roots instead of the leaves.

Lawns
Let your grass go golden in the summertime – it will go green again in the fall.

Raingardens
Visit crd.bc.ca/education to learn how you can build these landscape features that collect water and recharge groundwater aquifers.

Did you know?
Many native plants are drought tolerant and provide food for butterflies, insects and birds.

Less is More

Consider alternative technologies for efficient water use at home.

Professionally installed **flow monitors** tell you if you're using more water than you have by measuring the amount and rate of flow of water into your well. Data loggers help you identify water level changes over time and provide an early warning signal when levels are critically low.

Well pump timers, when used with a cistern, let you set pump intervals to slowly draw water out of your well at pre-set times for future use. These devices help people with low-producing wells maximize the amount of water from a well, without overdrawing it.

Rainwater harvesting is a way to collect and use water for your plants, outdoor cleaning, and even for household use and drinking. The Regional District of Nanaimo has a comprehensive rain harvesting guide on their website: rdn.bc.ca.

Islanders are already doing a lot to conserve groundwater supplies and protect aquifer water quality. Share water conservation ideas with your friends and visitors.

Get your water tested regularly to ensure it is safe to drink.

Greywater recycling systems can relieve demand on your well, cistern and septic systems. Low-risk greywater systems collect water from sinks, laundry, showers, and bathtubs for re-use in toilets and landscaping. Contact your local building inspector and health authority for more information.

Composting toilets may be acceptable as an "alternative solution" in some cases if the toilet and greywater treatment comply with provincial regulations. Contact your local health authority before considering this option.

Learn more about water conservation at islandstrust.bc.ca/water

Or contact us by email information@islandstrust.bc.ca

Groundwater: Our Shared Responsibility!

Islands Trust

Islands Trust acknowledges that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial.
We recognize that we are all connected with the lands, waters, culture, and ecology that embody this place.

Groundwater: A Precious Resource

Groundwater is one of the most valuable resources on our Islands.

Island groundwater begins as rain and snow and makes its way through the trees and plants to enter the soil and fractures in the bedrock, ending in sandy-gravel aquifers. Groundwater is a renewable, but limited resource. We all have a responsibility to be good stewards of groundwater to ensure it is available to all – today and in the future.

Risk of saltwater intrusion is of special concern for coastal well owners. It can impact both drinking water and local ecosystems. Saltwater intrusion can occur from both overuse of groundwater and rising sea levels.

There are many actions we can take to sustain our groundwater.

Water and waterways interconnect to the wellbeing, culture and ceremonial practices of Indigenous peoples on the Islands.

Be a Water Saver!

In the home – reduce, repair, retrofit

Our daily activities affect our groundwater.

Toilets
Use low-flush toilets.

Showers and baths
Use low-flow showerheads and take short showers.

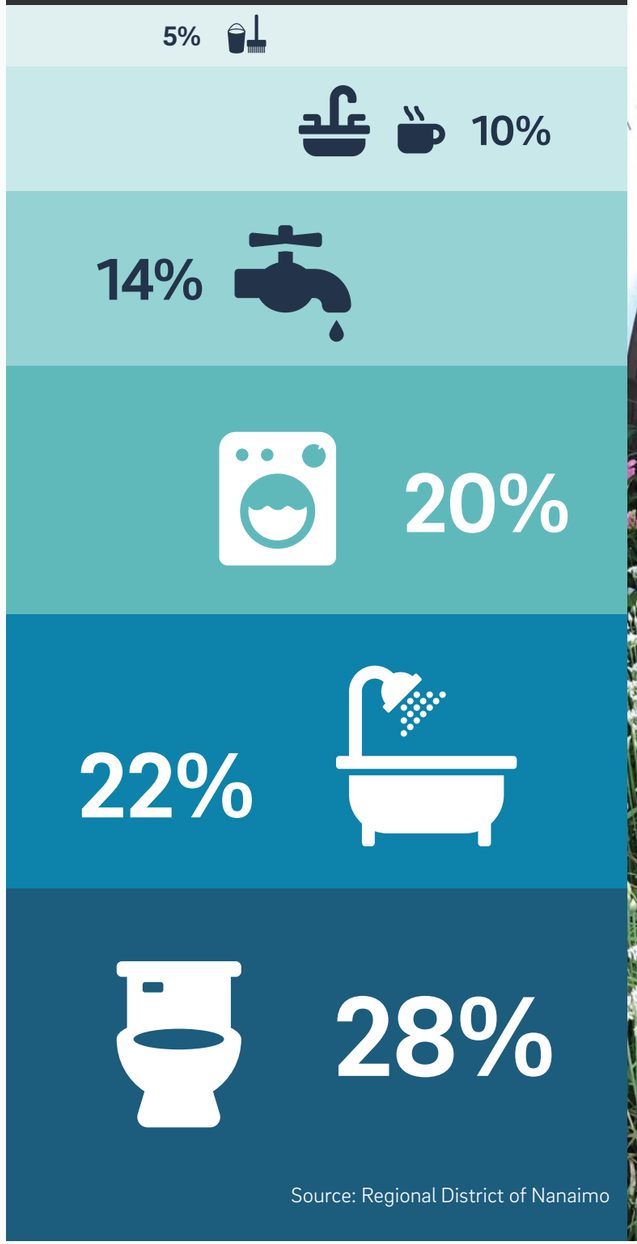
Laundry
Use high efficiency machines – you could use up to 50% less water. Do full loads.

Check for leaks
Fix leaky faucets, showerheads, toilets, and irrigation systems – you could save thousands of litres of water a month.

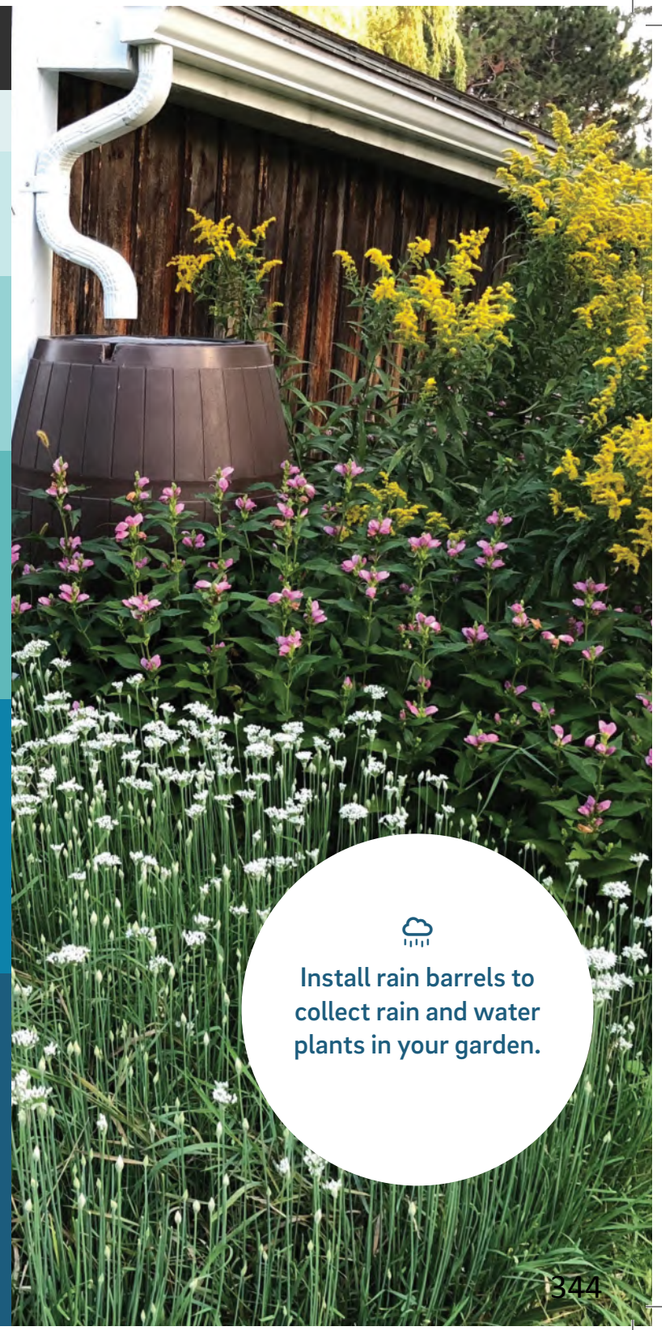
Kitchen
Use a basin to wash and rinse dishes and vegetables/fruit, and dispose of the water on plants. Don't run the water constantly while washing dishes. Use high efficiency dishwashers.

Cleaning
Use a pail rather than running water.

WHERE DOES ALL THAT WATER GO?



Source: Regional District of Nanaimo



Install rain barrels to collect rain and water plants in your garden.

March 9, 2022
1:00 p.m. - 1:30 p.m.
Islands Trust Council

Policy Statement Amendments Phase 3 Engagement

Background: ISL Engineering has been contracted to deliver public engagement regarding potential changes to the Policy Statement. Engagement activities will be underway late February to mid-April.

Purpose: To provide an update to Trust Council about Islands 2050 Phase 3 engagement plans and methods

Resources:
Kirsty Neill, Senior Community Engagement Strategist, ISL Engineering
Clare Frater, Director, Trust Area Services

TIME	TOPIC	WHO
1:00 PM	Welcome and introductions	Clare Frater
1:05 PM	Policy Statement Amendments Phase 3 Engagement Presentation	Kirsty Neill
1:20 PM	Questions	

DRAFT

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 8, 2022
From:	Trust Area Services	**Date Prepared:**	February 24, 2022
SUBJECT:	**Policy Statement Amendment Project Update**		

PURPOSE: To update Trust Council on the Islands 2050 Phase 3 Public Engagement Plan, community feedback updates provided by trustees, Trust Programs Committee deliberations, and project timelines related to the Policy Statement Amendment Project.

BACKGROUND:

Islands 2050 Phase 3 Public Engagement Program Update

In September 2021, Trust Council approved "Scenario 3" of an expanded Islands 2050 Phase 3 Public Engagement Strategy that had been prepared by consultants from MODUS Planning, Design & Engagement, along with an associated project charter. Following a competitive procurement process via BC Bid, a contract was awarded to ISL Engineering (ISL) to develop and implement the Phase 3 Public Engagement Program. A communications consultant has also been contracted to develop and implement a communications strategy for Public Engagement Phase 3, together with ISL and staff.

On January 12, 2022, ISL presented its Phase 3 Public Engagement Plan to Executive Committee (See Attachments 1 & 2 for the detailed engagement plan and most recently updated list of interested and affected parties). This expanded third phase of public engagement is intended to meaningfully engage the public on the draft new Policy Statement, in accordance with the IAP2 "inform" and "consult" levels of public participation.

Islands 2050 Phase 3 public engagement activities will include:

- Online Survey
- Virtual Live Question and Answer Session
- Virtual Community Workshop
- Virtual Focus Groups (by invitation)
- Community Discussion Guide (a paper copy of project information and the survey)
- In-Person* Community Events (bookings currently being confirmed)
- In-Person* Community Pop-Ups (bookings currently being confirmed)

  **Subject to COVID-19 related restrictions on public gatherings at the time of events*

The engagement events and activities will run from late February to late April 2022 and will be promoted through the Islands 2050 webpage, news releases, print advertisements, social media posts, email subscriber notifications, and other staff/trustee communications with community. ISL will consolidate all public input relevant to the Policy Statement Amendment Project, including public correspondence and delegation presentations received in 2021 and early 2022, into a final Engagement Summary Report for public release in May 2022. The report will include outcomes of the engagement process and will explain how public input will inform further amendments to the draft new Policy Statement. ISL will also complete an evaluation of the Phase 3 engagement program. ISL's contract is expected to be completed by May 31st 2022.

Policy Statement Amendment Project Timeline

The Policy Statement Amendment Project timeline had previously aimed for first reading in July 2021 and a third phase of public engagement had been anticipated to take place in fall 2021. However, in response to concerns expressed by the public in the lead up to the July 2021 meeting, Trust Council postponed consideration of first reading to December 2021 and called for enhanced engagement on the draft new Policy Statement prior to first reading. Due to the length of time required to hire external consultants and then develop and implement an expanded third phase of public engagement, it was not feasible to reach first reading by December 2021. Public Engagement Phase 3 is now expected to wrap up in May 2022.

All feedback from the various streams of input will be provided to Trust Council in June 2022.
The streams of input to be considered include:

- Public Engagement (Phases 1-3), including correspondence and past delegations
- Early and Meaningful Engagement with First Nations, Treaty Alliances, and Tribal Councils (Phases 1-2)
- Inter-Agency Referrals (Phase 1)
- Committee Recommendations

After receiving this feedback, Trust Council can then decide how it wishes to proceed with further amendments and consideration of first reading. If Council wishes to achieve third reading during this term of office, first reading would need to occur no later than June 2022. Following first reading, the proposed bylaw would need to be formally referred out to all regional districts (minimum 45 days) and First Nations (minimum 60 days). Trust Council may also wish to refer the proposed bylaw to the Islands Trust Conservancy and local trust committees/Bowen Island Municipality after first reading. After that final referral period, Trust Council could make further changes to the bylaw prior to second and third reading. Then, the proposed bylaw would go to the provincial Minister of Municipal Affairs for approval. Following approval, the bylaw would return to Trust Council for fourth reading and final adoption.

Trust Programs Committee (TPC) Recommendations to Trust Council

On February 11, 2022, Trust Programs Committee heard concerns from town hall participants, held a discussion on the Policy Statement Amendment Project, and passed the following resolutions:

> *"That Trust Programs Committee recommend to Trust Council that the timeline for passage of the revised Policy Statement be guided by and reflective of the engagement process."*
>
> *"That the Trust Policy Implementation Policy be noted in public and Trust Council discussions regarding the Trust Policy Statement."*

TPC also discussed possible changes to the structure of the Draft New Policy Statement, based on feedback some trustees have been hearing from their communities. Section 15 of the *Islands Trust Act* states that the Policy Statement "must be a general statement of the policies of Trust Council to carry out the object of the Trust", but does not indicate more specific details on what types of policies should be included. Some TPC members questioned whether Trust Council has the flexibility to restructure the document and types of policies included, or whether the Province might have feedback in this regard. With this in mind, TPC provided the following direction to staff:

> *"That Trust Programs Committee request staff to seek provincial staff feedback on required or desired content or structure for the Policy Statement."*

ATTACHMENTS:

1. ISL Phase 3 Public Engagement Plan
2. ISL Phase 3 Plan Appendix: Latest List of Interested and Affected Parties (updated Feb 27)

Note: ISL Engineering staff will provide a presentation to Trust Council on March 9, 2022.

FOLLOW-UP: Staff will continue to work with ISL on the implementation and promotion of the Phase 3 Public Engagement Program, and will continue the second phase of early and meaningful engagement with First Nations, Treaty Alliances, and Tribal Councils. Staff will also provide regular updates to all trustees to keep them apprised of the latest project updates and public engagement activities. The latest updates and correspondence will continue to be posted to the Islands 2050 webpage. In addition, staff will follow up on TPC's request to seek provincial staff feedback on required or desired content or structure for the Policy Statement and report back accordingly.

Prepared By:	Dilani Hippola, Senior Policy Advisor, Trust Area Services (Updated Feb 24)
Reviewed By/Date:	Lisa Wilcox, Senior Intergovernmental Policy Advisor / Feb 15, 2022 Gillian Nicol, A/Engagement Planner / Feb 16, 2022 David Marlor, Director, Local Planning Services / Feb 15, 2022 Clare Frater, Director, Trust Area Services / Feb 24, 2022 Russ Hotsenpiller, CAO / Feb 24, 2022 Executive Committee / Feb 23, 2022

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

Phase 3 Public Engagement Plan

Policy Statement Amendment

Prepared for Islands Trust by ISL

Version 2
January 2022

Territorial Acknowledgement

The Islands Trust Area is located within the treaty lands and territories of the BOḰEĆEN, Cowichan Tribes, K’ómoks, Lək̓ʷəŋən, Lyackson, MÁLEXEŁ, Qualicum, scəw̓aθən məsteyəxʷ, Scia’new, səl̓ilwətaʔɬ, SEMYOME, shíshálh, Sk̲wx̲wú7mesh, Snaw-naw-as, Snuneymuxw, Spune’luxutth, SȾÁUTW̲, Stz’uminus, ɬaʔəmen, toq qaymɩxʷ, Ts’uubaa-asatx, Wei Wai Kum, We Wai Kai, W̲JOŁEŁP, W̲SIK̲EM, Xeláltxw, Xwémalhkwu/ʔop qaymɩxʷ, and xʷməθkʷəy̓əm.

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Challenges and Opportunities 5
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Appendix

Appendix 1: Preliminary List of Interested and Affected Parties

Key Updates		
v2	22-Jan-20	Updated timeline following Jan. 12 Executive Committee Meeting

Introduction

This Public Engagement Plan outlines a process to be used to capture community input and inform recommended policy changes to the Islands Trust Policy Statement.

Since the Policy Statement was first adopted in 1994, the regional context has changed from the perspective of climate change, commitments to Reconciliation with Indigenous Peoples and First Nations, population demographics, increased housing, and land costs.

The Islands Trust is updating the current Policy Statement to address these topics.

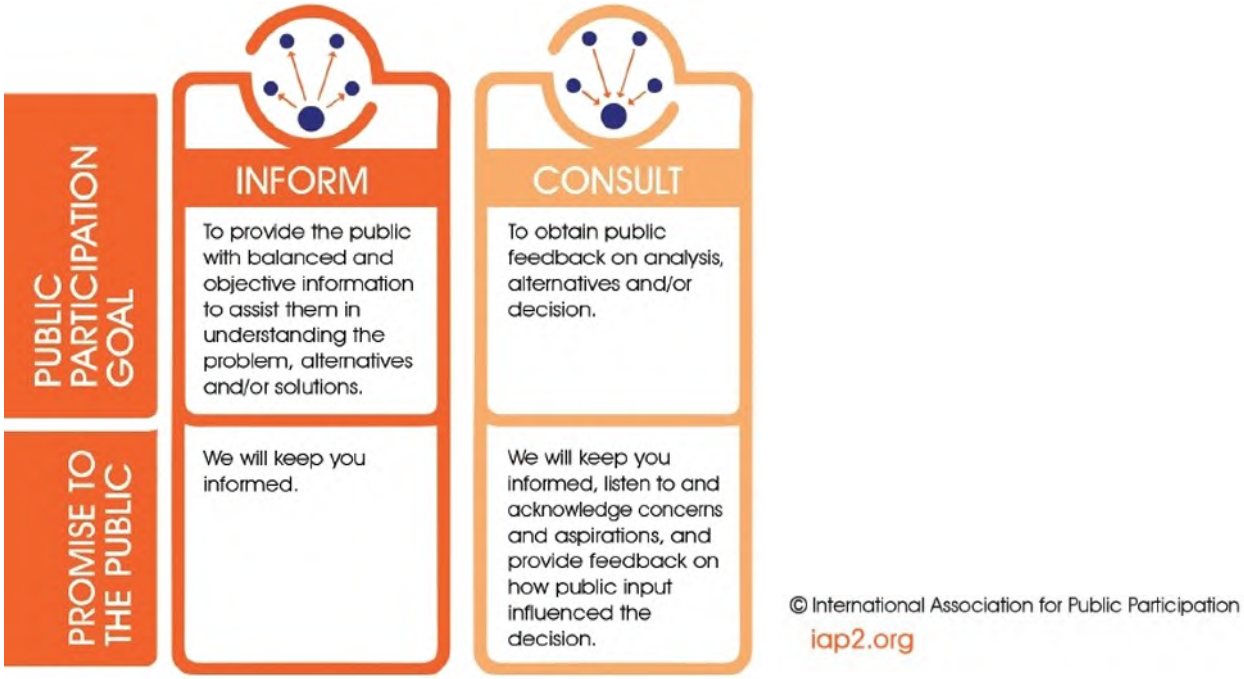
Incorporating community members' feedback into the review of the Policy Statement will improve the update as well as community understanding and support of the recommended changes.

Engagement Objectives

- To build relationships and trust with the residents and community members of the Islands Trust Area.
- To increase the understanding and awareness of the Islands Trust, its mandate, and the role that the Policy Statement plays in the governance structure and network of policies that impact the local trust areas (LTAs) and Bowen Island.
- To facilitate meaningful engagement with targeted engagement methods and communications materials.
- That the Islands Trust Area community feels that their opinions and voices are reflected in the update – and that the community feels proud and included in this process
- To clearly communicate how public input was used throughout this process
- To honour the concurrent First Nations and Indigenous community engagement process and relationship building
- To confirm Policy Statement updates that address key challenges of our time – climate change, affordable housing, and reconciliation – informed by insight from community perspectives.

Promise to the Public

The Phase 3 Public engagement plan for the Policy Statement update consists of multiple types of engagement activities at the levels of *Inform* and *Consult*, on the IAP2 Spectrum.



In the previously completed Phase 1 of public engagement, Islands Trust gathered input on community values, concerns related to climate change, and opportunities to preserve and protect the Trust Area, which was used to develop draft policy directions.

In Phase 2 of public engagement, Islands Trust gathered input on the draft policy directions for climate change and affordable housing. Feedback from Phase 2 engagement on the draft policy directions was used to develop a draft new Policy Statement.

In Phase 3, we will show how feedback from previous public engagement informed the draft new Policy Statement and gather feedback on recommended amendments. We will share how public feedback will influence the next round of revisions to the draft Policy Statement that will be presented as recommendations to Trust Council.

Interested or Affected Parties

A preliminary list of those who may be interested or affected by the updated Policy Statement has been identified. This list may evolve as Islands Trust becomes aware of who is interested/affected by the project.

Provincial and Federal Government Agencies, Regional Districts, Improvement Districts, School Districts, Advisory Commissions, and Islands Trust bodies

- These parties have been engaged through a referral process. A parallel early and meaningful engagement process continues with First Nations governments, Treaty Alliances, and Tribal Councils.

External Groups or Organizations

- Business, Commerce, and Tourism
- Agriculture Groups and Associations
- Environmental Groups and Organizations
- Community Groups, Service Groups and Non-Profits
- Recreation Clubs and Groups
- Local Branches of International Service Organizations
- Healthcare and Emergency Services

Community

- Indigenous community members
- Youth
- Full-time Residents
- Part-time Residents
- Property Owners

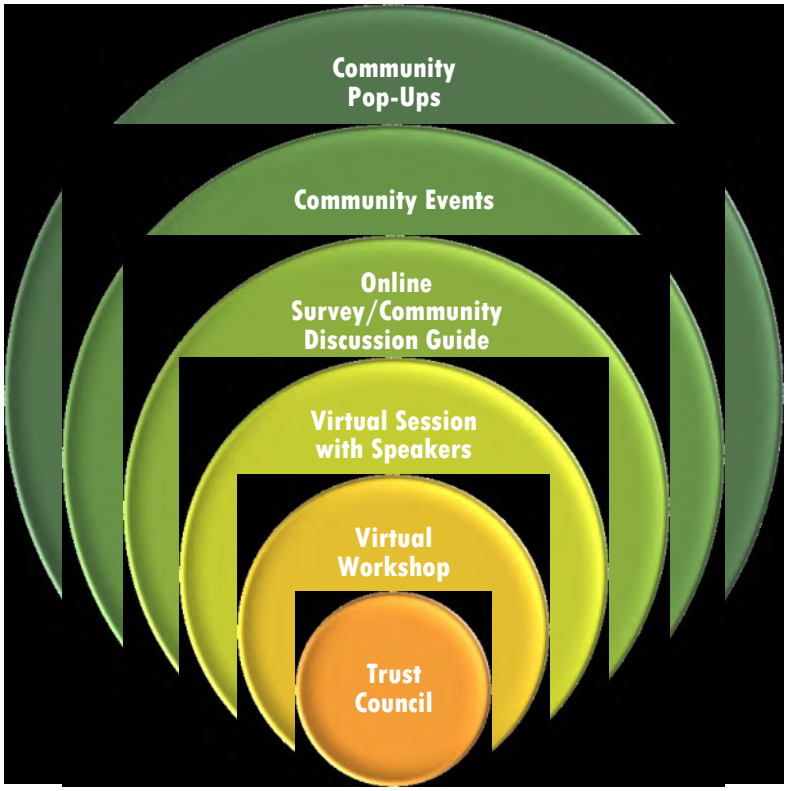
Tools and Techniques

The Public Engagement Plan for Phase 3 will provide community members of the Islands Trust Area an opportunity to review the draft updates to the Policy Statement, and for interested and affected parties to learn more about how this guiding policy helps preserve, protect the Trust Area.

Any engagement technique can address some needs of engagement, but not all needs of engagement, for example,

- Small group discussions are good at exploring a topic in-depth from a unique perspective but limit the numbers of who can participate.
- Workshop techniques allow a larger number of people to participate but require a significant commitment of participant time and energy.
- Drop-in style community events and pop-ups reach a larger number of people, and are located in their communities, but are less efficient ways to explore topics in-depth and are at a scheduled times, days and locations.
- Online or hardcopy feedback opportunities allow for participants to contribute at their own time, pace, and location, but do not include interaction with project team members for questions or dialogue.

The Phase 3 Engagement Plan makes use of each of these techniques to balance each of their respective strengths and limitations. As a program of engagement activities this provides the outcome of holistic engagement across the communities of the Islands Trust Area. This best practice approach to public engagement has been described as orbits of participation.



The orbits of participation model developed by Lorenz Aggens, clarifies that there is no single public, but different levels of interest and ability to participate, even within a single interest group. Participating at an orbit closer to the center requires a higher commitment of time and energy. Offering a variety of participation opportunities this way allows individuals to choose how involved they want to be and to realistically manage their own participation.

This approach creates a balance between level of interest and capacity to participate; it helps to mitigate participant

fatigue and demonstrates respect for participants' time. Providing opportunities at varying levels of participation also helps the core team from becoming overwhelmed.

Feedback will be solicited through the following methods:

Target Group	Primary Engagement Tactic	Timeline
Community Groups or Organization Representatives	• Focus Groups (8)	March 2022
Community (including members of community organizations and groups)	• Virtual Sessions with Speakers and Live Q&A (1) • Virtual Community Workshop (1) • Online Survey and hardcopy Community Discussion Guide (1) • Community Events in Each LTA and Bowen Island Municipality (13) • Community Pop-Ups (14)	February – April 2022

First Nations and Indigenous Community Member Engagement

First Nations engagement has been and will continue to be a parallel process to the public engagement process and is coordinated by Islands Trust in collaboration with First Nations.

Challenges and Opportunities

Inclusive Process

Challenge. An engagement process that does not encourage broad and inclusive participation results in input that does not accurately reflect the diversity of interests and needs of the community.

Opportunity. Recognize that building relationships with communities takes time and may be only partially achieved given the project timelines for Phase 3 engagement. Reach out directly to community groups for their input and to ask they provide information to their networks about how to participate in the engagement activities. Solicit feedback on engagement activities to refine them. Provide a variety of opportunities for input that vary

the method, location, and time commitment required for participation to allow individuals to balance their interest with their capacity to participate.

Competing Interests

Challenge. Due to varying impacts to different interested parties, there is potential for competing interests and values, leading to high community emotion and potentially lack of internal adoption of draft amendments or additional interruptions to the process.
Opportunity. The Phase 3 engagement strategy ensures that the engagement process includes small group opportunities to understand unique perspectives, as well as public opportunities to understand how those perspectives integrate into the larger community discourse. Clearly communicating all the input methods that Islands Trust Council must balance will help to provide context for individual public contributions. It will also be important to ensure all parties can access the same information. And, that all public feedback is made available (in aggregate) to create transparency about what was heard.

Complexity of the Project Information/Information Overwhelm

Challenge. Policy-making is a specialized skill, uses specialized language and has specialized scope constraints depending on the particular policy and policy environment. This can make it difficult to convey what input can or cannot be accommodated in the content of recommended updates. In addition, there is a large amount of information – including all verbatim comments and individual submissions from participants since Phase 1 engagement – making it harder for non-specialists to sift through what they need to know. This complexity, as well as volume, of information can increase concern that participants may miss something important to them and can be experienced as an attempt to (inadvertently) obfuscate what is really going on.
Opportunity. Create communication materials that succinctly, yet comprehensively, communicate key project information and inputs from the community, as well as inputs from other project activities such as policy analysis, referral agency input and changes within the new draft Policy Statement that support reconciliation. Use visual representations where possible to help communicate complex ideas. Organize long-form information into a library (online), the structure of which can be easily navigated and understood by the community.

Out-of-date or misinformation circulation

Challenge. Community concerns about the possible amendments leading to out-of-date information or misinformation being circulated by community or special interest groups and individual influencers.
Opportunity. Proactively communicate project information, ensure it is easy-to digest, and easy for interested parties to share. Acknowledge what is being asked for, share what is available and what is not available, provide the rationale and/or timeline when the desired information will be known and shared through project communication channels.

Out-of-Scope Discussions

Challenge. Community members may want to discuss topics or processes that are not included in this review.
Opportunity. Clear messaging and educational materials will be embedded in the engagement and communications process to set engagement expectations and identify decisions being made so we are able to focus on gathering meaningful and usable input.

COVID-19 ongoing changes to protocols for public gatherings

Challenge. In-person events are not permitted or are severely limited due to gathering restrictions, and proof of vaccination and masking requirements.
Opportunity. Flexibility to adapt sessions if/as needed based on changing public health guidelines will be key. The engagement plan includes a mix of virtual and in-person engagement activities. Online opportunities to participate are provided for those unable to attend in-person and to allow a broader inclusion of participants not bound by location. Hard copies of information and feedback collection will be made available for pick up so those who do not feel comfortable participating in-person still have an opportunity to participate. Low or no-contact engagement options such as community pop-up events or community boards/drop-boxes will be used to share information and gather feedback.

Communications and Engagement

Communication and Promotion Tactics

By using various communication channels, we hope to reach a broad audience to raise awareness of the project and encourage participation in the engagement plan.

Sharing Project Information

- Project introduction and information video
- Fact sheets
- Key messages and FAQs
- Community Discussion Guide
- Virtual Session with Speakers and Live Q&A

Promoting Awareness of the Project and Engagement Events

- eNewsletter
- Direct mail and invitation letters
- Social media
- Leveraging relationships and networks of community organizations and groups

Engagement Tactics

Virtual Session with Speakers and Live Q&A (February 2022)

Using ISL's moderated webinar format, the Virtual Session will include a project presentation with Islands Trust staff followed by a moderated Q&A. Following the session, participants will be encouraged to complete the online survey (or Community Discussion Guide) to share their input and/or participate in the Virtual Community Workshop.

Focus Groups (March 2022)

Focus groups with community organizations and interest groups will be hosted using a virtual platform, such as Zoom. Exploring the draft Policy Statement amendments in these small groups of 8-10 representatives in each group helps to highlight these unique perspectives within in the larger public discourse. The focus group sessions will consist of a presentation followed by a facilitated discussion and virtual post-it activity. In addition to contributing feedback to the draft Policy Statement, feedback from these small group discussions will also be used to refine engagement materials and activities for the broader community.

Virtual Community Workshop (March 2022)

Building on the information presented and questions asked at the Virtual Session, a community workshop, with registered attendees from the community, will use interactive and deliberative techniques such as world café, focused dialogue, and break-out groups to explore the draft Policy Statement in more depth and gather input that is specific and relevant to what is needed to finalize the Policy Statement Amendment Project. The session will be recorded and posted to the Islands Trust website.

Online Survey, Community Discussion Guide and Community Information Board (February – April 2022)

A survey will be available to be completed online with specific questions related to this phase of the project – to gather feedback on the draft Policy Statement. A hard copy Community Discussion Guide, which includes project information as well as the survey, will be made available for pick-up in the different communities for those who prefer this method.

In addition, community information boards that share project information and hard copies of the community discussion guide will be set up at key locations in the Trust Area for participants to pick-up and submit their input.

Community Events in Each LTA and Bowen Island (March – April 2022)

These drop-in-style events will include static display boards, interactive activities, and printed surveys (in the form of the community discussion guide). These events will also provide an opportunity for island residents to ask questions and learn more about the project.

Community Pop-Ups (March – April 2022)

Located either at existing fairs/events in the community, or at central locations within the Trust Area, such as ferry terminals or outside grocery stores. These temporary pop-ups have the direct benefit of being located where residents are already gathering. Community Pop-up opportunities will be used to share information through static displays, fact sheets, and the community discussion guide; and encourage people to share feedback through interactive activities at the pop-up or directing them to the online survey.

Schedule

The Public Engagement Plan is proposed to launch in February 2022. It is intended that the final What We Heard Report will be finalized in May 2022.

Task	Dec					Jan				Feb				Mar					Apr				May			
PLANNING																										
Kick-off Meeting, Background Research and Review																										
Develop Public Engagement Plan																										
Detailed Event/Activity Planning																										
Progress Updates to Trust Council/Committees							EC						EC		TC				TPC							
PUT PLAN INTO ACTION																										
Engagement Materials Preparation																										
Advertising																										
Web Updates																										
Virtual Session with Live Q&A (1)																										
Online Survey																										
Virtual Community Workshop																										
Focus Groups (8)																										
Community Events (13) & Pop-Ups (14)																										
REPORTING																										
Engagement Summary Report																										

Task EC Executive Committee TC Trust Council TPC Trust Programs Committee

Reporting

Desired outcomes of this process include engagement reports outlining the community's perspective on recommended changes to the Islands Trust Policy Statement. These outcomes will be used to inform Trust Council's consideration of further amendments to the draft new Policy Statement.

A final engagement plan report will be prepared that describes the engagement activities completed, methodologies used, and key feedback themes, as well as all verbatim public feedback. It will also include a summary of correspondence and delegations received relevant to the Policy Statement Amendment Project in 2021 and early 2022.

The final engagement report will be provided in digital format to Islands Trust for posting on the Islands 2050 webpage and delivery to Islands Trust Council.

Monitoring and Evaluation

The engagement plan will be deemed successful if it results in meaningful input on potential Policy Statement amendments; if participants understand how their input has contributed to the project; and, if Trust Council possesses a clear understanding of how the project team incorporated and balanced all the public feedback received.

Evaluation by Participants	By Facilitators	By the Project Team
• Event questionnaires • Online feedback and commenting	• Post-event verbal de-briefs	• Post-event verbal de-briefs • End-of-project Lessons Learned Session

APPENDIX 1

Preliminary List of Interested and Affected Parties

Appendix 1: Preliminary List of Interested and Affected Parties

Islands 2050 Policy Statement Public Engagement

Note: This preliminary list will be expanded as additional interested and affected parties are identified.

BUSINESS, COMMERCE, AND TOURISM

North and South Pender Island Local Trust Areas

- Pender Island Chamber of Commerce

Salt Spring Island Local Trust Area

- Salt Spring Chamber of Commerce
- Salt Spring Island Community Economic Development Commission

Gabriola Island Local Trust Area

- Community Economic Development Officer Gabriola
- Gabriola Island Chamber of Commerce
- Gabriola Museum

Denman Island Local Trust Area

- Comox Valley Chamber of Commerce
- Denman Island Farmers and Artisans
- Denman Island Chocolate Company
- Denman Island Museum

Galiano Island Local Trust Area

- Galiano Island Chamber of Commerce
- Therah Village Developments Ltd

Thetis Island Local Trust Area

- Chemainus Area Bed and Breakfast Association
- Chemainus + District Chamber of Commerce

Hornby Island Local Trust Area

- Comox Valley Chamber of Commerce
- Hornby Island Community Economic Enhancement Corporation
- Hornby Island Community Economic Development Corporation
- Hornby Island Natural History Centre
- Hornby Creative
- The Heart of the Hornby Island Community

Southern Gulf Islands

- Southern Gulf Islands Tourism Partnership Society (SGITPS)
    - (Pender, Saturna, Maybe, Saltspring, Galiano)
- Victoria Real Estate Board (VREB) Islands Region
    - (Galiano, Mayne, Moresby, Pender, Prevost, Salt Spring, Saturna, Sidney, etc.)

AGRICULTURE

Pender Island Local Trust Area

- Pender Island Farmers' Institute

Gabriola Island Local Trust Area

- Gabriola Agricultural Association Co-op

Bowen Island

- Bowen Island Agricultural Alliance

Galiano Island Local Trust Area

- Galiano Island Farmer’s Institute

Thetis Island Local Trust Area

- Thetis Island Farm CO-OP
-

ENVIRONMENTAL GROUPS AND ORGANIZATIONS

Pender Island Local Trust Area

- Pender Island Conservancy Association
- Pender Island Recycling Society
- Pender Community Transition

Salt Spring Island Local Trust Area

- Climate Action Salt Spring Island
- Transition Salt Spring Island
- Salt Spring Island Conservancy
- Salt Spring Island Freshwater Catalogue Watershed Stewardship group*
- Salt Spring Island Watershed Protection Alliance

Gabriola Island Local Trust Area

- Gabriola Island Recycling Organization
- Gabriola Land and Trails Trust

Lasqueti Island Local Trust Area

- Lasqueti Island Nature Conservancy

Galiano Island Local Trust Area

- Galiano Conservancy Association
- Galiano Island Recycling Resources

Mayne Island Local Trust Area

- Mayne Island Conservancy

Saturna Island Local Trust Area

- Saturna Recycling/Free Store

Thetis Island Local Trust Area

- Thetis Island Nature Conservancy

Gambier and Keats Local Trust Area

- Gambier Island Conservancy
- Keats Island Conservation Group

Bowen Island

- Bowen Solar Initiative
- Bowen Island Conservancy
- Bowen Nature Club

COMMUNITY GROUPS, SERVICE GROUPS, AND NON-PROFITS

North and South Pender Island Local Trust Areas

- Pender Island Community Service Society (Nu to You)
- Pender Island Child Care Society
- Pender Island Art's Council

Salt Spring Island Local Trust Area

- Salt Spring Solutions
- Islanders Working Against Violence
- Salt Spring Island Foundation
- Salt Spring Island Community Services

Galiano Island Local Trust Area

- Galiano Community Resource Centre

Gabriola Island Local Trust Area

- People for a Healthy Community on Gabriola Society
- Gabriola Community Bus Foundation
- Gabriola Arts Council
- Gabriola Commons Foundation

Bowen Island

- Bowen Island Community Foundation
- Bowen Island Heritage Preservation Association

Hornby Island Local Trust Area

- New Horizons Society
- Hornby Island Resilience Initiative

Lasqueti Island Local Trust Area

- The Judith Fisher Centre

Bowen Island

- Bowen Island Family Place
- Island Discovery Learning Community
- Bowen Island Gulf Association
- Bowen Island Arts Council
- Heritage Commission
- Caring Circle
- Coast Animal Welfare and Education Society

Islands Trust Area

- Concerned Island Residents Association*
- Southern Gulf Island and Business Coalition*
- Friends of the Gulf Islands*
- Stop Islands Trust*
- Gulf Islands Alliance

COMMUNITY RECREATION GROUPS

Pender Island Local Trust Area

- Pender Island Garden Club

Salt Spring Island Local Trust Area

- Salt Spring Island Garden Club

Hornby Island Local Trust Area

- Community Programs

Denman Island Local Trust Area

- Denman Island Gardening Association

Lasqueti Island Local Trust Area

- Lasqueti Community Association
- Lasqueti Internet Access Society

Galiano Island Local Trust Area

- Galiano Club

Mayne Island Local Trust Area

- Mayne Island Garden Club

Saturna Island Local Trust Area

- Saturna Community Club
- Saturna Women's Club

Bowen Island

- Bowen Island Garden Club

Thetis Island Local Trust Area

- Thetis Island Community Association

Gambier and Keats Local Trust Area

- Gambier Community Centre Society (GCCS)
- Eastbourne Community Association

Trust Area

- Gulf Islands Gardening

LOCAL BRANCHES OF INTERNATIONAL SERVICE ORGANIZATIONS

Pender Island Local Trust Area

- Pender Island Legion Branch 239

Salt Spring Island Local Trust Area

- Lions Club of Salt Spring Island
- Rotary Club of Salt Spring Island
- Salt Spring Island Legion Branch 92

Gabriola Island Local Trust Area

- Gabriola Lions Club

Galiano Island Local Trust Area

- Galiano Lions Club

Mayne Island Local Trust Area

- Mayne Island Legion Branch 84
- Mayne Lions Club

Saturna Island Local Trust Area

- Saturna Lions Club

Bowen Island

- Bowen Island Rotary Club
- Bowen Island Legion Branch 150

FOODBANKS AND PROGRAMS

Galiano Island Local Trust Area

- Galiano Community Food Program

Bowen Island

- Bowen Island Food Resilience Society

Trust Area

- Gulf Islands Food Co-op

HOUSING

Salt Spring Island Local Trust Area

- Salt Spring Island Housing Council
- Green Ground Community Design

Gabriola Island Local Trust Area

- Gabriola Housing Society

Hornby Island Local Trust Area

- Hornby Island Housing Society

Denman Island Local Trust Area

- Denman Housing Association

Galiano Island Local Trust Area

- Galiano Community Housing Association
- Galiano Green Housing Society

Bowen Island

- Snug Cove Housing Society
- Bowen Island Home Safe Program
- Bowen Island Seniors Housing Co-operative
- Bowen Island Resilient Community Housing Society
- Bowen Community Housing Association

HEALTHCARE AND EMERGENCY SERVICES

Gabriola Island Local Trust Area

- Gabriola Auxiliary for Island Health Care Society
- Gabriola Volunteer Fire Department

Galiano Island Local Trust Area

- Galiano Health Care Society

Mayne Island Local Trust Area

- Mayne Island Health Centre Society

Thetis Island Local Trust Area

- Thetis Island Fire

Gambier and Keats Local Trust Area

- Gambier Fire Equipment Group

Bowen Island

- Bowen Island Health Centre Foundation

OTHER GROUPS

Gabriola Island Local Trust Area

- Gabriolans Against Freighter Anchorages

Galiano Island Local Trust Area

- Galiano Community Development Office

Mayne Island Local Trust Area

- Mayne Island Integrated Water Systems Society

Thetis Island Local Trust Area

- ACThetis (Anchorage Concern Thetis)

*These grass roots groups may not have representatives in the same sense as more formally organized groups or associations

Islands 2050 Public Engagement Phase 3

List of Interested and Affected Parties

(Last Updated Feb 24, 2022)

A preliminary list of those who may be interested or affected by the updated Policy Statement has been identified. This list may evolve as Islands Trust becomes aware of who is interested/affected by the project.

Provincial and Federal Government Agencies, Regional Districts, Improvement Districts, School Districts, and Islands Trust bodies

- These parties have been engaged through a referral process. A parallel early and meaningful engagement process continues with First Nations governments, Treaty Alliances, and Tribal Councils.

External Groups or Organizations

- Business, Commerce, and Tourism
- Agriculture Groups and Associations
- Environmental Groups and Organizations
- Community Groups, Service Groups and Non-Profits
- Recreation Clubs and Groups
- Local Branches of International Service Organizations
- Healthcare and Emergency Services

Community

- Indigenous community members
- Youth
- Full-time Residents
- Part-time Residents
- Property Owners

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Appendix 1: Preliminary List of Interested and Affected Parties

Note: This preliminary list will be expanded as additional interested and affected parties are identified.

BUSINESS, COMMERCE, AND TOURISM

North and South Pender Island Local Trust Areas

- Pender Island Chamber of Commerce

Salt Spring Island Local Trust Area

- Salt Spring Chamber of Commerce
- Salt Spring Island Community Economic Development Commission
- Gulf Islands Land Stewards Association
- Salt Spring Island Builders and Contractors Association

Gabriola Island Local Trust Area

- Community Economic Development Officer Gabriola
- Gabriola Island Chamber of Commerce
- Gabriola Museum

Denman Island Local Trust Area

- Comox Valley Chamber of Commerce
- Denman Island Farmers and Artisans
- Denman Island Museum
- Denman WORKS! Economic Enhancement Society

Galiano Island Local Trust Area

- Galiano Island Chamber of Commerce
- Therah Village Developments Ltd

Thetis Island Local Trust Area

- Chemainus Area Bed and Breakfast Association
- Chemainus + District Chamber of Commerce

Hornby Island Local Trust Area

- Comox Valley Chamber of Commerce
- Hornby Island Community Economic Enhancement Corporation
- Hornby Island Natural History Centre
- Hornby Creative
- The Heart of the Hornby Island Community

Southern Gulf Islands

- Southern Gulf Islands Tourism Partnership Society (SGITPS)
    - (Pender, Saturna, Maybe, Salt spring, Galiano)
- Victoria Real Estate Board (VREB) Islands Region
    - (Galiano, Mayne, Moresby, Pender, Prevost, Salt Spring, Saturna, Sidney, etc.)
- Southern Gulf Islands Resident and Business Coalition

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AGRICULTURE

Pender Island Local Trust Area

- Pender Island Farmers' Institute

Gabriola Island Local Trust Area

- Gabriola Agricultural Association Co-op

Bowen Island

- Bowen Island Agricultural Alliance

Denman Islands Trust Area

- Hornby Denman Growers and Producers Alliance

Salt Spring Island Local Trust Area

- Salt Spring Agricultural Alliance
- Salt Spring Farmers' Institute
- Salt Spring Farmland Trust

Galiano Island Local Trust Area

- Galiano Island Farmer's Institute

Thetis Island Local Trust Area

- Thetis Island Farm CO-OP

ENVIRONMENTAL GROUPS AND ORGANIZATIONS

Pender Island Local Trust Area

- Pender Island Conservancy Association
- Pender Island Recycling Society
- Pender Community Transition

Salt Spring Island Local Trust Area

- Climate Action Salt Spring Island
- Transition Salt Spring Island
- Salt Spring Island Conservancy
- Salt Spring Island Water Preservation Society
- Salt Spring Island Watershed Protection Alliance

Gabriola Island Local Trust Area

- Gabriola Island Recycling Organization
- Gabriola Land and Trails Trust

Lasqueti Island Local Trust Area

- Lasqueti Island Nature Conservancy

Denman Islands Trust Area

- Denman Community Land Trust Association
- Denman Island Climate Action Network
- Association Of Denman Island Marine Stewards
- Denman Conservancy Association

Galiano Island Local Trust Area

- Galiano Conservancy Association
- Galiano Island Recycling Resources

Mayne Island Local Trust Area

- Mayne Island Conservancy

Saturna Island Local Trust Area

- Saturna Recycling/Free Store

Thetis Island Local Trust Area

- Thetis Island Nature Conservancy

Gambier and Keats Local Trust Area

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- Gambier Island Conservancy
- Keats Island Conservation Group

Bowen Island

- Bowen Solar Initiative
- Bowen Island Conservancy
- Bowen Nature Club

COMMUNITY GROUPS, SERVICE GROUPS, AND NON-PROFITS

North and South Pender Island Local Trust Areas

- Pender Island Community Service Society (Nu to You)
- Pender Island Child Care Society
- Pender Island Art's Council
- Concerned Citizens of Trincomali

Salt Spring Island Local Trust Area

- Salt Spring Solutions
- Islanders Working Against Violence
- Salt Spring Island Foundation
- Salt Spring Island Community Services
- Salt Spring Art Spring
- Salt Spring Island Arts Council
- Salt Spring National Art Prize
- Stop the Islands Trust

Denman Islands Trust Area

- DI Residents Association
- Denman Island Community Education Society
- Recycling and Waste Management
- Denman Reconciliation Group
- Denman Island Veganculture Association
- DI Memorial Society.
- Arts Denman

Saturna Island Local Trust Area

- Saturna Island Residents and Ratepayers Association (SIRRA)

Galiano Island Local Trust Area

- Galiano Community Resource Centre

Gabriola Island Local Trust Area

- People for a Healthy Community on Gabriola Society
- Gabriola Community Bus Foundation
- Gabriola Arts Council
- Gabriola Commons Foundation

Hornby Island Local Trust Area

- New Horizons Society
- Hornby Island Resilience Initiative

Lasqueti Island Local Trust Area

- The Judith Fisher Centre

Bowen Island

- Bowen Island Family Place
- Island Discovery Learning Community
- Bowen Island Gulf Association
- Bowen Island Arts Council
- Heritage Commission
- Caring Circle
- Coast Animal Welfare and Education Society
- Bowen Island Community Foundation
- Bowen Island Heritage Preservation Association

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Islands Trust Area

- Concerned Island Residents Association*
- Southern Gulf Island and Business Coalition*
- Islands Trust Policy and Purpose Discussion (ITP&PD) Facebook Group
- All Our Voices - Trust Policy Discussion Forums
- Friends of the Gulf Islands*
- Gulf Islands Alliance

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COMMUNITY RECREATION GROUPS

Pender Island Local Trust Area

- Pender Island Garden Club

Salt Spring Island Local Trust Area

- Salt Spring Island Garden Club

Hornby Island Local Trust Area

- Community Programs

Denman Island Local Trust Area

- Denman Island Gardening Association

Lasqueti Island Local Trust Area

- Lasqueti Community Association
- Lasqueti Internet Access Society

Galiano Island Local Trust Area

- Galiano Club

Mayne Island Local Trust Area

- Mayne Island Garden Club

Saturna Island Local Trust Area

- Saturna Community Club
- Saturna Women's Club

Bowen Island

- Bowen Island Garden Club

Thetis Island Local Trust Area

- Thetis Island Community Association

Gambier and Keats Local Trust Area

- Gambier Community Centre Society (GCCS)
- Eastbourne Community Association

Trust Area

- Gulf Islands Gardening

LOCAL BRANCHES OF INTERNATIONAL SERVICE ORGANIZATIONS

Pender Island Local Trust Area

- Pender Island Legion Branch 239

Salt Spring Island Local Trust Area

- Lions Club of Salt Spring Island
- Rotary Club of Salt Spring Island
- Salt Spring Island Legion Branch 92

Gabriola Island Local Trust Area

- Gabriola Lions Club

Galiano Island Local Trust Area

- Galiano Lions Club

Mayne Island Local Trust Area

- Mayne Island Legion Branch 84
- Mayne Lions Club

Saturna Island Local Trust Area

- Saturna Lions Club

Bowen Island

- Bowen Island Rotary Club
- Bowen Island Legion Branch 150

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FOODBANKS AND PROGRAMS

Galiano Island Local Trust Area

- Galiano Community Food Program

Bowen Island

- Bowen Island Food Resilience Society

Islands Trust Area

- Gulf Islands Food Co-op

HOUSING

Salt Spring Island Local Trust Area

- Salt Spring Island Housing Council
- Green Ground Community Design

Gabriola Island Local Trust Area

- Gabriola Housing Society

Hornby Island Local Trust Area

- Hornby Island Housing Society

Denman Island Local Trust Area

- Denman Housing Association

Galiano Island Local Trust Area

- Galiano Community Housing Association
- Galiano Green Housing Society

Bowen Island

- Snug Cove Housing Society
- Bowen Island Home Safe Program
- Bowen Island Seniors Housing Co-operative
- Bowen Island Resilient Community Housing Society
- Bowen Community Housing Association

Pender Island Local Trust Area

- Pender Island Housing Society

HEALTHCARE AND EMERGENCY SERVICES

Gabriola Island Local Trust Area

- Gabriola Auxiliary for Island Health Care Society
- Gabriola Volunteer Fire Department

Galiano Island Local Trust Area

- Galiano Health Care Society

Denman Islands Trust Area

- Hornby Denman Community Health Care Society
- Denman Health Centre Society
- Denman Island Fire and Rescue

Mayne Island Local Trust Area

- Mayne Island Health Centre Society

Thetis Island Local Trust Area

- Thetis Island Fire

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Gambier and Keats Local Trust Area

- Gambier Fire Equipment Group

Bowen Island

- Bowen Island Health Centre Foundation

OTHER GROUPS

Gabriola Island Local Trust Area

- Gabriolans Against Freighter Anchorages

Galiano Island Local Trust Area

- Galiano Community Development Office

Mayne Island Local Trust Area

- Mayne Island Integrated Water Systems Society

Thetis Island Local Trust Area

- ACThetis (Anchorage Concern Thetis)

*These grassroots groups may not have representatives in the same sense as more formally organized groups or associations

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Islands Trust

Print Date: February 7, 2022

Top Priorities Report

Financial Planning Committee

1. *Finalize 2022/23 budget and 5-year financial plan*	Responsible	Dates
Forward FPC's recommended 2022/23 budget to the March 2022 Trust Council meeting for approval. Prepare the 5-year financial plan and forward to the Minister for approval.	Julia Mobbs	Rec'd: 16-Feb-2022 Target: 31-Mar-2022

2. *Annual Financial Statements & Audit*	Responsible	Dates
Underway: Audit planning with the appointed auditors, KPMG LLP. Audit Committee meeting with KPMG on February 16, 2022. Upcoming: Preparation of financial statements and audit package for audit fieldwork in May 2022. Audit Committee meeting on June 1, 2022 with KPMG LLP to present audit findings.	Julia Mobbs Nancy Roggers	Rec'd: 16-Feb-2022 Target: 01-Jun-2022

3. *Financial Policy Review*	Responsible	Dates
Review selected Trust Council financial policies: ·6.5.2 Budget Control and Adjustment Authority ·6.3.2 Special Property Tax Requisitions ·7.2.1 Trustee Remuneration	Carmen Thiel Julia Mobbs	Rec'd: 16-Feb-2022 Target: 01-Jun-2022

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 9, 2021

From: Financial Planning Committee **Date Prepared:** February 9, 2022

SUBJECT: **Q3 DECEMBER 31, 2021 FINANCIAL REPORT**

RECOMMENDATION:
That Financial Planning Committee forward the December 31, 2021 Financial Report to Trust Council for approval as presented/amended.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The third quarter financial report indicates that Islands Trust is generally following the financial plan for 2021/22.

1 PURPOSE:
To summarize the findings of the December 31, 2021 quarterly financial report.

2 BACKGROUND:
Islands Trust *Policy 2.3.3 Financial Planning Committee Terms of Reference* requires the Financial Planning Committee to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and presented to Trust Council as part of this requirement.

FINANCIAL REPORT FINDINGS
The benchmark for non-tax revenue sources and operational expenditures after nine months of operations can be estimated at 75% of the annual expected. As at December 31, 2021 Islands Trust has consumed a net 70% of the annual approved budget which is only slightly below expectations. Individual areas may experience overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly (where significance is determined as more or less than 10%, and more or less than $5,000) from the 75% benchmark include:

REVENUES
Total Revenue is higher by approximately $1,911,951 (23%) due to the property tax levy, special property tax requisition and Bowen property tax levies received in Q2.

Fees and Sales – are received throughout the year as applications are received. This revenue source is at 68% of budget at the end of quarter three, reflecting slightly less fees revenues than anticipated at the time of budget development.

Unrestricted Provincial Grant revenue is exactly at budget as it has been fully received in the year.

Restricted Federal and Provincial grant revenue is reported at 84% of budget, slightly ahead of where we would expect to be at this point in the year if projects are delivered evenly throughout the year.

Property Tax Levy General is exactly at budget as it has been fully received in the year.

Special Property Tax Requisition is exactly at budget as it has been fully received in the year.

Property Tax Levy Bowen is exactly at budget as it has been fully received in the year.

Investment and other Income is reported at 38% of budge due to lower interest rates as a result of the ongoing pandemic.

EXPENSES BY FUNCTIONAL AREA

COUNCIL EXPENSES

Total Council expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of administrative expenses.

Trust Council expenses are lower than expected for this time of year due primarily to lower meeting expenses from continued electronic meetings, as well as many trustees choosing to attend the in-person Trust Council electronically, reducing these meeting costs.

Executive Committee, Trust Area Services, and general admin do not vary significantly from the 75% benchmark at the end of quarter three.

In total, inclusive of the admin allocation total Council expenses are 69% spent at the end of quarter three, slightly less than expected at this time in the fiscal year.

LOCAL PLANNING SERVICES (LPS)

Total LPS expenses include costs related to five main areas: Local Trust Committees (LTCs); LPS Projects; LPS Staff; LPS facilities; and Bylaw enforcement; plus an allocation of administrative expenses. In total and inclusive of the admin allocation, LPS reports at 69% of budget spent at the end of quarter three.

Within Local Planning Services, *LPS projects* are most significantly underspent and are the largest contributor to the underspending of this area. A project list can be found in the attachment to this report, which shows significant underspending in LTC projects, the SSIWPA water protection plan project, healthy watersheds initiative, groundwater recharge mapping, and the heritage overlap mapping.

TRUST CONSERVANCY (ITC)

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; plus an allocation of administrative expenses. In total and inclusive of the admin allocation, these expenses are reported at 75% of budget spent at the end of the third quarter which is on target for where we would expect these figures to be.

Within Total Conservancy costs, *ITC Board* costs are reported at 42% spent which is lower than expected. This is due to the continuation of electronic board meetings, resulting in cost savings in this area.

Property Management costs are reported at 87% spent, and although higher than a straight line benchmarked of 75%, is not unreasonable as much of the ITC property management work takes place in the warmer months of the year, resulting in a larger portion of spending in earlier quarters.

GENERAL ADMINISTRATION

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three functional areas of the Trust (Council, LTC Services, and ITC) based on their relative dollar magnitudes for the period. In total these expenses are reported at 73% spent, right where expected for this time of year.

Within general administration*, Computer/Furniture & Equipment* costs reported at 251% (49,995) over budget. Of this amount, $30,000 is due to a reclassification of amounts for software from the 'office operations' line to the 'computer/furniture & equipment' line to more accurately reflect their use. The remaining overspending is due primary to the unbudgeted purchase of meeting equipment to support hybrid LTC meetings.

CONSOLIDATED EXPENSES BY OBJECT

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, December 31, 2021 expenses by object are shown as follows:

EXPENSE OBJECT	Approved Budget	Actuals to 12/31/2021	% of Budget Consumed
Staff Salaries and benefits	$ 5,524,160	$ 3,965,830	71.8%
Office Operations	979,309	767,358	78.4%
Council and trustee costs	850,907	565,972	66.5%
Programs	1,111,208	656,394	59.1%
Legal - General	90,029	81,547	90.6%
Legal - Bylaw Enforcement	85,049	63,450	74.6%
Legal - Litigation	90,049	36,435	40.5%
Legal - Statutory Notices	21,000	8,231	39.2%
Travel/training/recruitment	123,407	51,771	42.0%
Subtotal	**$ 8,875,118**	**$ 6,196,990**	**69.8%**
Amortization	218,000	129,726	59.5%
Total Expenses	**$ 9,093,118**	**$ 6,326,716**	**69.6%**

Staff salaries and benefits were under expected due mainly to staff vacancies in Bylaw enforcement, Salt Spring LPS support and Gabriola LPS planner positions.

Office operations were slightly over expected due to hardware costs paid in Q1 to Q3. New computers (hardware) are purchased and deployed in the first and second quarter to sync with our computer replacement cycle. This gives us the benefit of the new equipment for the full fiscal year.

Council and trustee costs were under expected due mainly to underspending against the Council budgets for insurance, travel by LTC Committee Chairs and in person TC meetings some of which are expected to take place later in the fiscal year.

Programs were under expected due to strategic projects and LTC project delays in underspending where expenditures are expected to occur later in the fiscal year or where unspent is to be carried forward to next fiscal year.

Legal expenses were under expected due to a decrease in legal bylaw enforcement and defense legal actions.

Traveling/training and recruitment were under budget due to less travel in Q1, Q2 and Q3 while still operating in the pandemic environment.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to December 31, 2021 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff at Islands Trust and Islands Trust Conservancy will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Policy 2.3.3 Financial Planning Committee Terms of Reference
Bylaw No. 181, Islands Trust Financial Plan Bylaw, 2021-2022

5 ATTACHMENT(S):

December 31, 2021 Financial Report

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee forward the December 31, 2021 Financial Report to Trust Council for approval as presented/amended.

Alternative: None.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 16, 2021

Islands Trust
Statement of Revenue and Expenditure
For The 6 Months Ending December 31, 2021

Expected % of Budget Received/Used as at Report date = 75%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% include explanations

Description	APPROVED Annual Budget	YTD Actual	*$ budget not yet received/spent*	*% of budget received/ spent*
REVENUE				
Fees and Sales	120,000	81,576	*(38,424)*	*68%*
Provincial Grant - Unrestricted	180,000	180,000	-	*100%*
Federal and Provincial Grants - Restricted	383,000	321,329	*(61,671)*	*84%*
General Property Tax Levy	7,079,771	7,079,772	-	*100%*
Special Property Tax Requisition - SSI LTA	75,500	75,500	-	*100%*
Municipal Property Tax Levy - BIM	311,188	311,188	*0*	*100%*
Investment and other Income	68,000	25,680	*(42,319)*	*38%*
Total Revenue	8,217,459	8,075,046	*(142,413)*	*98%*
EXPENSES				
Council Expenses				
Trust Council	311,865	174,445	*(137,420)*	*56%*
Executive Committee	97,990	73,592	*(24,398)*	*75%*
Trust Area Services	600,352	439,339	*(161,013)*	*73%*
General Admin Allocation - 14%	299,889	213,099	*(86,790)*	*71%*
Total Council Expenses	1,310,096	900,476	*(409,620)*	*69%*
Local Planning Services				
Local Trust Committees	794,654	556,022	*(238,632)*	*70%*
Projects **(Note 1)**	736,748	373,020	*(363,728)*	*51%*
Planning Staff	2,888,807	2,057,952	*(830,855)*	*71%*
LPS Facilities	359,639	267,129	*(92,510)*	*74%*
Bylaw Enforcement	370,819	236,129	*(134,690)*	*64%*
General Admin Allocation - 74%	1,529,021	1,110,963	*(418,058)*	*73%*
Total Local Planning Services Expenses	6,679,688	4,601,216	*(2,078,472)*	*69%*
Trust Conservancy				
Board	15,525	6,460	*(9,065)*	*42%*
Conservancy Staff and Associated Costs	680,440	496,117	*(184,323)*	*73%*
Property Management	154,810	134,616	*(20,194)*	*87%*
General Admin Allocation - 12%	252,560	187,832	*(64,728)*	*74%*
Total Trust Conservancy Expenses	1,103,335	825,025	*(278,310)*	*75%*
General Admin				
Senior Management	453,646	303,801	*(149,845)*	*67%*
Admin Services	523,560	374,050	*(149,510)*	*71%*
Office Operations	251,620	172,005	*(79,615)*	*68%*
Information Systems	601,443	449,118	*(152,325)*	*75%*
Computer/Furniture & Equipment	33,200	83,195	*49,995*	*251%*
Amortization Expense	218,000	129,726	*(88,274)*	*60%*
General Admin Recovery	(2,081,469)	(1,511,893)	*569,576*	*73%*
Total General Admin Expenses	-	0	*0*	
Total Expenses	9,093,119	6,326,717		*70%*
YTD Surplus (Shortfall)	(875,660)	1,748,329		
Amortization adjustment	(218,000)	n/a		
Capitalise asset purchases	n/a	(77,316)		
	(657,660)	1,671,013		
Funded from:				
Transfer (to) from General Surplus Fund	373,660	(1,738,309)		
Transfer (to) from LTC Project Specific Reserve Fund	204,000	86,832		
Transfer (to) from Special Tax Requisition Fund	80,000	(19,537)		
	657,660	(1,671,013)		
Net Balance	-	-		

Variances > +/- 10% include explanations

Description	APPROVED Annual Budget	YTD Actual	*$ budget not yet received/spent*	*% of budget received/ spent*

Note 1:

Projects made up of:	**Annual Budget**	**YTD Actual**		
SSIWPA - Coordination	75,500	45,963	*(29,537)*	*61%*
SSIWPA - Weston Lake	30,000	-	*(30,000)*	*0%*
SSIWPA - Water Protection Plan	50,000	10,000	*(40,000)*	*20%*
LTC Projects - allocated budget funds	188,150	86,832	*(101,318)*	*46%*
LTC Projects - unallocated budget funds	15,850	-	*(15,850)*	*0%*
Project - Projects funded by grants	7,998	-	*(7,998)*	*0%*
FN Protocol Funds	1,000	-	*(1,000)*	*0%*
Healthy Watershed Initiative Projects	45,000	18,589	*(26,411)*	*41%*
Eelgrass mapping	50,000	53,928	*3,928*	*108%*
Coastal Douglas Fir Mapping and Bylaws	5,000	-	*(5,000)*	*0%*
Regional Freshwater Management Strategy	91,000	79,723	*(11,277)*	*88%*
Groundwater Recharge Mapping	50,000	10,421	*(39,579)*	*21%*
Governance Mgmt & Ops Review	62,250	46,688	*(15,563)*	*75%*
Heritage Overlay Mapping	55,000	20,876	*(34,124)*	*38%*
Housing Density Bonusing	10,000	-	*(10,000)*	*0%*
TOTAL	736,748	373,020	*(363,728)*	*51%*

Administrative Services Report
Prepared on: February 14, 2022

1. GENERAL & FPC

In support of the Financial Planning Committee (FPC) we have completed work on the following standard annual areas of work:

- **Third Quarter Financial Report**: We have completed the third quarter financial report, which tracks our actual financial performance against budget. This report showed that Island Trusts is not outside of approved budget as at the end of quarter three.
- **Third Quarter Financial Forecast**: The forecasted spending for the current fiscal year has been completed which shows that the Islands Trust is not expected to spend its full budget by March 31, 2022, thereby reducing the expected draw from surplus and reserves.
- **Draft 2022/23 Budget**: The final draft of the budget has been prepared by staff and reviewed by FPC and is now heading to Trust Council for their final review, with approval in mind.
- **Audit Planning**: The Audit Committee met in February 2022 to discuss the audit plan with the financial statement auditors, KPMG LLP, who have once again been appointed by Executive Committee to conduct the fiscal audits of Islands Trust and Islands Trust Conservancy.
- **Budget Public Consultation**: FPC has reviewed the material proposed for public consultation on the budget and approved the survey and its content for the public comment period. At their February meeting, they reviewed and considered feedback received in determining their final budget recommendation to Trust Council. The public engagement period this year included, for the first time ever, a budget webinar where attendees could learn about the budget and submit questions to be answered in real time.

Additional work currently underway with and by FPC:

- A review of standard timelines for the annual budget public consultation period will be undertaken in coming months, in response to feedback that the comment period may be more useful earlier in the budget cycle.
- A review of cost recovery options for time spent by Trust staff reviewing building permits will continue in coming months. FPC has reviewed an initial report from staff and directed them to connect with regional districts to explore possible arrangements. FPC will review identified options at an upcoming meeting.
- Upcoming planned review of Trust Council financial policies by FPC will include: Policy 6.5.1 *– Reserves and Surplus* and Policy 7.2.1 *Trustee Remuneration*.

The next Audit Committee and FPC meeting will be held in June 2022 with a focus on reviewing results of the financial statement audit, approving FPC content for the annual report, and review of other completed top priorities.

2. FINANCE

The finance team continues to be busy with payables, service contract administration, financial reporting, and assistance with the budget development for fiscal 2022/23. On top of these regular duties, finance staff have stepped in to provide coverage for specific human resource and administrative duties in the face of significant staff shortages and capacity constraints in that area. In addition to taking on these duties, finance staff continue to orient and train new staff (there are many!) on financial processes relevant to their work at the Trust, such as proper submission of electronic expense claims, travel reimbursements, and procurement practices.

With the introduction of the Islands Trust policy requiring proof of COVID-19 vaccination for contractors working in employee only spaces, staff have worked with contract managers to ensure consistent and effective policy implementation by updating contract templates for new contracts, and reviewing existing open contracts to confirm proof of vaccination has been communicated and obtained.

Staff continue to work towards streamlined, policy-compliant electronic records management in financial documents and recently conducted a survey of non-compliant records for updating, as part of the ongoing broader organisation-wide Electronic Documents Management initiative.

With the completion of third quarter financial results and forecast, staff have reviewed cash flow needs and updated investments accordingly, taking advantage of the start of rising investment rates.

Since our last report, there have been no procurement processes completed on our behalf by the Province. One procurement process has been completed by Trust staff to procure facilitation services for the Islands Trust Conservancy Species at Risk 2022 Workshop.

3. EMPLOYEE SERVICES/HUMAN RESOURCES (HR)

We have completed several hiring actions and internal position updates this quarter, resulting in the following changes to the Islands Trust team:

~ Koreen Gurak joined the Trust Area Services team on January 24, 2022 as the temporary Communications Specialist. She will be filling in until March 31, 2022 when Vicki Swan is expected to return from temporary assignment.

~ Congratulations to Stephen Baugh on being one of the top candidates in the hiring competition for the vacant Planner 2 positions with the northern planning team. Stephen moved into his new role as of January 4, 2022 leaving his former Planning Technician position vacant. We are currently in the process of hiring for this now-vacant position.

~ Congratulations also to Margot Thomaidis who was the second successful applicant for the second available Planner 2 position with the northern planning team. Margot was a summer student with Islands Trust in 2019, and began her new role with us on February 7, 2022.

~ Brenndan Given has joined the bylaw enforcement team on February 1, 2022 as the newest Bylaw Compliance and Enforcement Officer, working primarily on Salt Spring Island files. Brenndan is a new graduate of the Justice Institute of British Columbia, having completed his Bylaw Compliance, Enforcement and Investigation Skills certificate last year.

~ Maple Hung, Planning Team Assistant for the southern team has moved on to a new job with the Municipality of North Cowichan. Her last day with the Trust was January 7, 2022. Robin Ellchuk is temporarily filling this Planning Team Assistant vacancy until a hiring competition for the role has been completed and a permanent candidate secured.

~ Marnie Eggen, Island Planner in the northern office, has accepted a one-year temporary assignment with the Ministry of Environment working in a role primarily linked to species at risk programming. Her last day with us was January 26, 2022.

~ Marlis McCargar has joined the northern team as of February 1, 2022 to backfill for Marnie's absence and will be with us until August 31, 2022. Marlis comes to us from a private consulting firm where she worked as a project planner, and also has public sector experience from her time spent working with the planning department at the City of Nanaimo.

~ Barb Dashwood has abandoned her retirement lifestyle to return to Islands Trust in an 'as and when' capacity as of February 9, 2022 to assist with office reception and HR administration, helping to alleviate some of the gaps felt by staff on leave in this area. Barb's long 30-year history with the Trust makes her an excellent person to backfill staff on short notice. Thank you Barb!

We are currently in the process of hiring for two vacant positions:

- ~ Planning Technician, competition closes February 27, 2022.
- ~ Island Planner – northern office – competition closes February 24, 2022.

Our All Staff Meeting this quarter took place on December 9, 2021 and was conducted as a virtual Zoom meeting in compliance with health recommendations on large gatherings. Russ Hotsenpiller, CAO provided staff with an update on Trust Council activities and a COVID-19 safety plan update. Awards of recognition were presented to staff, which included presentation of the annual awards. In non-pandemic days, the December staff meeting includes fun and festive activities as a way for staff to connect, celebrate the successes of the year, (hopefully) laugh about the hiccups, and enjoy each other's company in a more social way. Replicating this in a virtual environment can be challenging, but thanks to the efforts of Robert Barlow, Legislative Services Clerk, we successfully delivered a lively Islands Trust Trivia session which proved to be a lot of fun for all. This is the third year that Robert has orchestrated this holiday event on behalf of the organisation and we are grateful for his efforts to bring both fun and learning to our meetings!

4. INFORMATION SERVICES (IS)

Information Services continues to support a largely remote workforce, every changing meeting formats, and ongoing service improvements.

Specific project milestones completed over the last quarter include:

- ~ Expand network bandwidth by a factor of 10, improving overall server performance and network file access.
- ~ Successfully deployed speaker driven Trust Council camera in support of fully hybrid meeting model.

Continued focus is directed at the following:

- ~ Ongoing research into expanded camera coverage for Trust Council hybrid meetings, as well as the possible integration of electronic voting systems. These initiatives are in direct response to feedback received from staff, trustees, and some members of the public on the first hybrid Trust Council meeting in December 2021.
- ~ Ongoing research into improving the speed of website document retrievals, in response to feedback received on the new website functionality. Staff anticipate implementing the Apache SOLR search engine for WordPress before end of current fiscal year as a solution to the identified problems.
- ~ GIS process review with planning and Conservancy staff, targeted to improve standardization and quality of mapping products across local trust areas.

- Succession planning for the Information Systems Coordinator position continues, with the retirement of Dave Beeston looming. Discussions regarding the optimal use of staff time versus contractor time for the work this role performs is underway.
- Staff are working with the Local Planning Services team to finalise the details associated with the Local Government Development Application Processing project, with he intent to draft a Request for Proposal (RFP) to secure services for process assessment as the first step of the project. It is anticipated the RFP will be issued in April 2022.
- Development of the RFP for the annual Orthophoto purchase is underway. Image purchases in this round will include the Lasqueti Island trust area and Bowen Island Municipality. It is anticipated the RFP will be issued in March 2022.
- The upgraded Version 2.0 of the Islands Trust web applications are ready to be released. These systems have been upgraded to industry-standard base code and command structures, making them more stable and supportable. This upgrade includes improved security controls, providing for more efficient and secure access controls for in-camera resolutions content.
- IS continues to support LTC hybrid meetings as new processes are trialed, as well as the day to day provision of hardware, software and support needs.

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10, 2022
From:	Financial Planning Committee	**Date Prepared:**	February 18, 2022
SUBJECT:	**FINANCIAL FORECAST AS AT DECEMBER 31, 2021**		

PURPOSE:
To provide Trust Council with an overview of forecasted financial performance to the end of the current fiscal year, to support their responsibility for financial management oversight.

BACKGROUND:
The forecasted financial results for March 31, 2022 have been prepared based on actual financial performance to December 31, 2021 plus estimates of expected spending for the remainder of the fiscal year.

The December 31, 2021 forecast reflects a projected underspending of $361,828. This underspending is primarily due to a reduction in meeting and travel expenditures due to the COVID pandemic which has carried on longer than anticipated at budget time, as well as unspent monies for LTC and strategic plan projects.

An explanation of the significant revenue and expenditure areas contributing to this variance are as follows (where significance is determined as greater than or less than 10% from budget, and greater than or less than $5,000 from budget).

Revenues:
Revenues are forecasted to come in at a net $131,480 higher than budgeted due to:

- Federal Grant Income – expected $38,748 higher than budget due to additional funding received from the Conservation Economic Stimulus Initiative grant totaling $242,500 and grant funding received from Transport Canada totaling $1,248 for Community Participation Funding Program for participation in ocean protection plan meetings and workshops.

- Provincial Grant Income – expected $39,750 higher than budget due to additional funding received from the Species at Risk grant totaling $38,500, grant funding received from UBCM totaling $15,250 for the Gabriola Active Transportation Connection project, and grant funding received from Investment Agriculture Foundation totaling $8,000 for the Denman Farm Plan.

- Provincial Grant Income – expected $89,000 higher than budget due to additional funding received from the Healthy Watersheds Initiative grant for the freshwater sustainability project.

- Interest Income - expected $45,549 under budget due to a significant decrease in interest income where interest rates on guaranteed investment certificates have dropped significantly during the

global pandemic. Current rates are very low in comparison to prior years (0.6%). In addition, there has been a delay in investing funds while staff review offers from credit unions supplying IMPACT GICs (sustainable lending) which ensure Islands Trust invested funds are used by the financial institution to provide ethical and sustainable loans to local businesses that publicly pursue at least one of the United Nations' Sustainable Development Goals.

- Grant Income for LTC projects – expected $7,300 higher than budget for memorandum of understanding funds received from Ministry of Forest, Land, and Natural Resources for the groundwater recharge mapping project.

Expenditures:
Total forecasted expenditures come in lower than budget by approximately $423,000.

Significant areas of forecasted overspending include:

- ITC Property management – expected overspending of $40,190 where ITC is relying less on tax funds this fiscal year for items that are covered by the species at risk grant and the conservation stimulus initiative grant.
- Office Rent – expected overspending of $13,669 for higher than anticipated operating costs passed on by the landlord for the Victoria Office.
- Hardware and Software Capital – expected overspending of $53,234 overspending in Software capital of $32,433 is offset by underspending in Software Support & Licensing where a purchase of new software was classified as Software Support rather than as a Software Capital item at budget time. Also partially offset by underspending in Stationery and Supplies where some purchases have been reclassified as capital items.

Significant areas of underspending include:

- Amortization – expected underspending of $24,885 where some fully amortized items had not been removed from the budget calculation. Since this is a non-cash item there is no impact on operations as a result of this overage.
- FN Protocol Funds – expected underspending of $5,587 where no expenditures are occurring in this area.
- SW Support and Licensing – expected underspending of $21,517. This underspending is offset by overspending in Software capital where a purchase of new software was classified as Software Support rather than as a Software Capital item at budget time.
- Conservation Planning & Land Securement – expected underspending of $10,000 due to staff resources devoted to undertaking species at risk and conservation economic stimulus initiatives.
- ITC Ecosystem Mapping – expected underspending of $15,000 due to stretched resources to undertake this work while staff are working on the species at risk and conservation economic stimulus initiatives.
- Legal expenses – expected underspending of $43,000 in Legal for Bylaw Enforcement litigation and litigation defence offset by overspending of $18,000 in general legal due to the need for more general legal advice than anticipated and a reduction in new litigation against the Islands Trust.
- The following areas are underspent by a total of $23,400 due exclusively to meetings being held electronically due to the impacts of the COVID pandemic, eliminating the need for travel, accommodation, hall rental and food expenditures associated with undertaking these meetings:
    - FPC, RPC and TPC Committee Expenses – expected net underspending of $1,000;
    - ITC Board Meeting Expenses – expected underspending of $5,400;
    - LTC expense for Trustees, EC on LTC, and LTC and APC meetings – expected net underspending of $7,800;

    - Meeting expense – expected underspending of $9,000 primarily for Trust Council meetings.
- Statutory Notices – expected underspending of $10,000 where lower than expected advertising is taking place for statutory notices this fiscal year in comparison to budget due to a reduced need to advertise where public hearings and community information meetings are not being held due to the COVID pandemic.
- Salaries and Benefits – expected underspending of $253,000 due to vacancies in positions during the fiscal year. The significant areas of underspending are as follows:
    - Bylaw Enforcement Officer – one position vacant between April 1 to July 31, 2021 and a second position vacant between October 1 and January 31, 2022 underspending of $31,538 plus benefits of 25.4%;
    - Gabriola Office Planner vacancies – numerous vacancies in Planner positions where staff have left to take positions with other provincial government ministries resulting in total underspending of $86,413 plus benefits of 25.4%
    - Southern Office Planning Support Vacancy – vacancy in planning support resulting in total underspending of $10,782 plus benefits of 25.4%
    - Salt Spring Office Planning Support Vacancy – vacancy in planning support resulting in total underspending of $19,948 plus benefits of 25.4%
    - Trust Area Services staffing overspending of $35,000 for additional project and communications staff relating to the Policy Statement review was offset by reductions of the same amount in leave liability over the organization where staff had left or used prior year's vacation hours during this fiscal period.
- Projects - expected underspending of $106,089, related to the following:
    - Strategic Plan Projects -
        - Expected underspending of $25,000 for the Climate Change project where funds will be carried forward to next fiscal year;
        - Expected underspending of $10,000 for the housing density bonus due to change in approach of housing strategic plan and where funds will be carried forward to next fiscal year.
        - Expected underspending of $4,000 for broadcasting public meetings as we become more proficient in this area requiring less edits, etc.
    - Groundwater Recharge Mapping – expected underspending of $36,800 where funds will be carried forward to next fiscal year.
    - SSIWPA projects -
        - SSIWPA Watershed Protection Plan – expected underspending of $30,000. Completion of Phase 1 will occur this fiscal totaling $20,000 with the remaining $30,000 budget to be carried forward to next fiscal for completion of the project.
        - SSIWPA Weston Lake – expected underspending of $30,000 where work will be completed next fiscal year and the funds carried forward.
        - SSWIPA Events & Communications Expense – expected underspending of $12,740 where events were not held like the Salt Spring Island Fair due to COVID.
    - LTC projects -

      Expected underspending overall of $102,315 against the budgeted $204,000 draw from reserve primarily due to LTC projects that will carry forward into next fiscal year for completion. A transfer of $146,685 will be required from the LTC Specific Reserve fund rather than the $204,000 that was included in the budget.
- Offset by expected overspending on projects related to the following:
    - Strategic Plan Projects –
        - Expected overspending of $86,050 for the Policy Statement Review where Trust Council approved an increase to the policy statement expenditures of $100,000 for increased public consultation. However less than the approved expenditure amount

will be spent due to a delay in some project activities that will now take place early in fiscal 2022/23.
    - Expected overspending of $59,000 for the regional freshwater management strategy which is covered by equivalent funding received from the healthy watershed initiative;
    - Expected overspending of $4,000 for the Eelgrass mapping project due to additional consultant expenditures;
    - Expected overspending of $14,198 for the website renewal for contractors assistance with website updates and some additional design elements not anticipated at the time of the initial contract;
    - Expected overspending of $89,200 for the policy statement review.
- Stationery & Supplies – expected underspending of $11,700 due to less staff working in the office requiring less stationery supplies.
- Mobile Devices – expected underspending of $7,786 due to negotiation of a new contract containing a significant discount for cell phone costs for the first 6 months of this fiscal year.
- Training and Conferences/Travel expenses– net expected underspending of $48,730 due to meetings being held electronically due to the impacts of the COVID pandemic, eliminating the need for staff travel, accommodation, and food expenditures as well as conferences and training being held by webinar reducing the cost to attend.

Other variances are not considered significant for the purposes of reporting.

CONCLUSIONS:
The approved budget for fiscal year ending March 31, 2022 included approved expenditures of $9.09M inclusive of both amortization and capital purchases. Current forecasted spending for the year is expected at $8.67M, which is under by about $423,000 (-5%). Underspending is primarily due to reduced meeting, travel and training expenditures due to the COVID pandemic which has carried on longer than anticipated at budget time, underspending on salaries and benefits due to significant challenges in hiring and maintaining staffing levels and underspending on projects.

Accounting standards dictate that capital assets be removed from expenditures on the Statement of Operations and capitalized as a tangible capital asset on the Statement of Financial Position. Consequently, additional funding from surplus to cover this spending is reduced by the value of items capitalized. The forecasted amount to capitalize is $82,613.

The budget approved a transfer from the General Revenue Fund Surplus of $373,660 and a transfer from the LTC Specific Reserve Fund of $204,000 for Local Trust Committee projects, for a total draw on these surplus funds of $577,660.

Based on the third quarter forecast, adjusted for capitalized assets, the required transfer from the General Revenue Fund Surplus is estimated at $85,147 and the transfer from the LTC Specific Reserve Fund is now estimated at $146,685. This means that the total transfer from these surplus funds is estimated at $231,832, more than $300,000 less than budgeted for.

ATTACHMENT:
- Third Quarter Forecast to March 31, 2021

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Julia Mobbs, Director, Administrative Services

ISLANDS TRUST
Q3 Forecast to March 31, 2022

Acct #	Description	Annual Budget	Forecast to March 31/21	*Forecast Over (Under) budget $*	*Forecast Over (Under) budget %*
REVENUES					
40300	Fees & Sales	120,000	120,000	-	*0%*
44001	Federal Grant Income R	205,000	243,748	*38,748*	*19%*
45000	Provincial Grant Income Non R	180,000	180,000	-	*0%*
45001	Provincial Grant Income R	22,000	61,750	*39,750*	*181%*
45002	Provincial Grant Income R IT HWI	156,000	245,000	*89,000*	*57%*
46000	Property Tax Levy General	7,079,771	7,079,771	-	*0%*
46200	Special Levy Property Tax Requisition	386,688	386,688	-	*0%*
48000	Interest Income	60,000	14,451	*(45,549)*	*-76%*
49000	Other Income "General"	-	1,231	*1,231*	*0%*
49001	Grant Income for LTC projects	8,000	15,300	*7,300*	*91%*
49005	Other Income "NAPTEP ITF Cost Recovery"	-	1,000	*1,000*	*0%*
	Total Revenue	8,217,459	8,348,939	*131,480*	*2%*
EXPENSES					
50500	Admin Cost Recovery	(2,081,469)	(2,081,469)	-	*0%*
50700	Admin Support Services	2,081,470	2,081,470	-	*0%*
50900	Amortization Expense	218,000	193,115	*(24,885)*	*-11%*
50950	Applications Sponsored by EC	5,000	5,500	*500*	*10%*
50960	History and Heritage Funding Grants in Aid	5,000	5,000	-	*0%*
51000	Audit	20,000	20,000	-	*0%*
51500	Bank Charges & Interest	4,000	4,000	-	*0%*
52500	Board of Variance	1,100	800	*(300)*	*-27%*
54000	Committee Expense FPC	-	14	*14*	*0%*
54200	Committee Expense TPC	1,000	-	*(1,000)*	*-100%*
54500	Communications	43,000	53,650	*10,650*	*25%*
54580	FN Protocol Funds	6,004	417	*(5,587)*	*-93%*
55105	SW Support and Licensing	103,900	82,383	*(21,517)*	*-21%*
55200	Internet	48,000	48,000	-	*0%*
55500	Technical Support	88,000	91,430	*3,430*	*4%*
56000	Contingency	5,000	5,000	-	*0%*
56500	Contract Services	45,000	63,409	*18,409*	*41%*
60000	Insurance	185,000	190,093	*5,093*	*3%*
61100	ITC "Board Honoraria"	6,600	6,200	*(400)*	*-6%*
61200	ITC "Board Meeting Expense"	6,925	2,000	*(4,925)*	*-71%*
61210	ITC "Board Training & Conferences"	2,000	300	*(1,700)*	*-85%*
61300	ITC "Property Management"	124,810	165,000	*40,190*	*32%*
61500	Conservation Planinng & Land Securement	30,000	20,000	*(10,000)*	*-33%*
61600	ITC "Ecosystem Mapping"	20,000	5,000	*(15,000)*	*-75%*
62000	Land Title Registrations	4,500	5,407	*907*	*20%*
63000	Legal "General"	90,029	108,000	*17,971*	*20%*
63100	Legal "Bylaw Enforcement Litigation"	85,049	83,000	*(2,049)*	*-2%*
63200	Legal "Litigation Defence"	90,049	49,000	*(41,049)*	*-46%*
65000	LTC - Trustee Expense	5,000	2,620	*(2,380)*	*-48%*
65050	LTC "Executive Expense on LTC's"	12,000	8,000	*(4,000)*	*-33%*
65200	LTC Local Exp LTC Meeting Expenses	35,999	29,784	*(6,215)*	*-17%*
65210	LTC Local Exp APC Meeting Expenses	5,402	7,257	*1,855*	*34%*

65220	LTC Local Exp Communications	5,000	5,800	*800*	*16%*
65230	LTC Local Exp Special Projects	4,999	40	*(4,959)*	*-99%*
67000	Meeting Expense	59,000	55,417	*(3,583)*	*-6%*
67500	Memberships	15,209	14,839	*(370)*	*-2%*
68100	Notices Statutory & Non Statutory	21,000	10,810	*(10,190)*	*-49%*
69000	Office Rent	388,700	402,369	*13,669*	*4%*
69005	Office Services	58,900	58,900	-	*0%*
70000	Postage & Courier	10,100	9,200	*(900)*	*-9%*
74000	Recruitment	6,000	6,000	-	*0%*
74900	Safety	5,000	5,000	-	*0%*
75100	Salaries - Admin Staff	2,242,986			
75110	Beneftis - Admin Staff	569,717			
76100	Salaries - Planners & RPMs	1,417,357			
76110	Benefits Planners & RPMs	360,009	5,270,922	*(253,238)*	*-11%*
77100	Salaries Planning Support	466,086			
77110	Benefits Planning Support	118,386			
78100	Salaries Bylaw	278,803			
78110	Benefits Bylaw	70,816			
79000	Stationary & Supplies	34,200	22,500	*(11,700)*	*-34%*
79500	Subscriptions	6,500	6,360	*(140)*	*-2%*
80100	Telephone	11,500	12,715	*1,215*	*11%*
80300	Mobile Devices	24,100	16,314	*(7,786)*	*-32%*
81100	Training "Organization Wide"	3,000	1,866	*(1,134)*	*-38%*
81200	Staff Meetings and Recognition	4,000	3,003	*(997)*	*-25%*
81300	Training & Conferences	33,500	21,712	*(11,788)*	*-35%*
81305	Travel for Training	17,835	2,387	*(15,448)*	*-87%*
82300	Travel	59,072	37,579	*(21,493)*	*-36%*
84100	Trustee Remuneration	522,178	522,178	-	*0%*
84110	Trustee Remuneration "CPP Expense"	18,898	18,898	-	*0%*
84120	Trustee Remuneration Health/Dental Benefits	37,600	37,600	-	*0%*
84140	Trustee Remuneration Pay In Lieu of Benefits	1,000	1,000	-	*0%*
84150	Trustee Remuneration "Employer Health Tax"	10,202	10,202	-	*0%*
	Operating Expenses Subtotal	8,178,021	7,807,989	*(370,032)*	*-5%*
CAPITAL					
55100	Hardware	29,200	-	*(29,200)*	*-100%*
55101	Hardware Capital	-	50,000	*50,000*	
55400	Software	-	-	-	
55401	Software Capital	-	32,433	*32,433*	
69100	Furniture and Equipment	4,000	4,000	-	*0%*
69101	Furniture and Equipment Capital	-	-	-	
	Capital Subtotal	33,200	86,434	*53,234*	*160%*
PROJECTS					
	LTC Projects Funded by LTC Reserve Fund	249,000	146,685	*(102,315)*	*-41%*
	LTC Projects Funded by Contingent Grant	8,000	-	*(8,000)*	*-100%*
	LTC Projects Funded by Special Requisition Surplu	80,000	20,000	*(60,000)*	*-75%*
	LTA Work Funded by Special Requisition (SSIWPA)	75,500	62,350	*(13,150)*	*-17%*
	Strategic Plan Projects	469,400	546,776	*77,376*	*16%*
	Projects Subtotal	881,900	775,811	*(106,089)*	*-12%*
	Total Expenditures	9,093,120	8,670,234	*(422,887)*	*-5%*
	Surplus (shortfall)	(875,660)	(321,295)		
	Funded by:				

Transfer (to) from (Contribution to) General Reve	373,660	85,147
Transfer (to) from LTC Project Specific Reserve Fu	204,000	146,685
Transfer (to) from Special Tax Requisition Fund	80,000	6,850
Net Surplus (Shortfall)	(218,000)	(82,613)
Add back Amortisation Expense *(not taxed, so ren*	218,000	
Add back Capital Expenditures *(not expensed in year of purchase, so*		82,613
Balance	-	-

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 8 – 10th, 2022
From:	Trust Area Services	**Date Prepared:**	February 16, 2022
SUBJECT:	**PUBLIC FEEDBACK ON DRAFT 2022/23 BUDGET**		

PURPOSE:

This briefing provides Trust Council with the results of the public consultation process for Trust Council's draft 2022/23 budget, which took place between January 22 and February 6, 2021.

BACKGROUND:

Under its Terms of Reference, FPC has responsibility for representing the interests of Council, Executive Committee, and Council Committees throughout the budget process, which includes designing the process for public input.

The main mechanism for people to respond to the draft 2022/23 budget was through an online survey. People could also e-mail or phone in their input. **The survey was completed 1256 times and the Trust received 30 e-mails.**

2021: 941 surveys, 12 e-mails
2020: 745 surveys, 6 e-mails
2019: 178 surveys, 37 e-mails
2018: 81 surveys, 6 e-mails

The Islands Trust held it first budget webinar on Thursday, January 27th, 2022 from 7:00 – 9:00 pm. Fifty-nine people registered for the webinar, twenty-nine people participated during the zoom webinar, and 74 watched on the livestream. Staff intend to provide a survey to participants to seek feedback to inform future webinar offerings.

<u>Promotion</u>

In support of the 2022/23 consultation process, Islands Trust issued a news release; sent one subscriber message; and purchased ads in three newspapers (Bowen Island Undercurrent, Gabriola Sounder and Denman-Hornby Grapevine), in monthly publications (Saturna Scribbler, Our Isle and Times, Mayneliner, Pender Post, Denman Flagstone). In addition, staff directly e-mailed non-profit and other island organizations to encourage them to advise their members of the survey opportunity. During the consultation period, the Bowen Island Undercurrent published an article based on the news release.

A social media campaign complemented the print advertising. It involved three tweets and three Facebook posts spaced out over 12 days. Through reaching out to organizations on the islands with Facebook and to island-based Facebook discussion groups, the survey posts were shared throughout the

Islands Trust Area. Islands Trust Facebook posts generated a total of 7731 "Reached," 76 "Post Clicks," 65 "Comments and Shares". Twitter posts generated 944 impressions seven retweets and eight likes.

It is worth noting that this year there was substantial promotion of the budget consultation by community groups.

Input via Survey

Some headline observations from the survey results include:

- The local trust/island municipality areas with the highest number of respondents were Salt Spring (300 participants, 24%), Denman (143 participants, 11%), and Gabriola (124 participants, 10%).
- 77% of respondents were full-time residents in their local trust area or island municipality;
- In terms of the 1,107 responses regarding budget principles supported:

  14% chose: Add new programs/services or to improve existing programs/services

  11% chose: Maintain services and programs at current levels

  20% chose: Maintain existing services and programs with some areas increasing and other areas decreasing (if you select this option please explain your answer below)

  49% chose: Reduce services and programs from current levels

  6% chose: Don't know / other

Input via e-mail

A dedicated e-mail inbox (budget@islandstrust.bc.ca) was made available for budget related e-mails. It was set up with an auto-response that thanked people for their input, advised them it would form part of the public record and encouraged them to also fill out the survey. Thirty responses arrived via email during the engagement period either via the budget inbox or were sent directly to the Islands Trust Council Chair, staff or the Salt Spring Island Local Trust Committee.

ATTACHMENTS:

1. Survey feedback on the draft 2022/23 Islands Trust budget.
2. E-mailed feedback on the draft 2022/23 Islands Trust budget.

AVAILABLE OPTIONS:

Receive the attached information for consideration when amending/approving the final budget.

Make recommendations for budget consultation methods for subsequent years.

FOLLOW-UP:

The Islands Trust will report back to the public about Trust Council's approval of the 2022/23 budget via a news release issued in March.

Prepared By: Gillian Nicol, A/Engagement Planner

Reviewed By/Date: Clare Frater, Director, Trust Area Services, February 17, 2022

Results of Online Public Survey re DRAFT Islands Trust 2022/23 Proposed Budget Survey

Between January 21 and February 6, 2022, the public were invited to comment on the Islands Trust draft 2022/23 budget through an online anonymous survey.

The survey was completed by 1,256 members of the public and took, on average, 11 minutes to complete with a 64% estimated completion rate.

So that some context is provided, below the full text of the survey has been included alongside the results, which also features the raw data of all responses submitted through the survey process. Where duplicate answers are provided, they were provided in different survey responses.

Survey Introductory Text

We Need Your Input!

Thank you for taking the time to complete our Budget 2022/23 survey. We value your input. Before you start, there are some things you need to know:
All correspondence and survey results on the draft budget are shared with Islands Trust's Financial Planning Committee. Financial Planning Committee considers public input when developing their budget recommendations to Islands Trust Council. Trust Council will also see all correspondence and survey results. If you would like to learn more about Islands Trust and its activities and accomplishments to date, consider reviewing our Annual Reports. Please be advised that the proposed budget numbers are draft only, and are subject to change before final approval by Trust Council at its next quarterly meeting from March 8–10, 2022.

Budget Webinar:
January 27, 2022 @ 7:00 p.m.
Before you complete the survey you may wish to attend the webinar to hear an overview and ask questions. Participants are encouraged to submit questions in advance to budget@islandstrust.bc.ca.
Please register in advance. The webinar will be recorded and will be available on our website after the event.
Please subscribe for Events and Education updates via our website to get webinar updates.

Survey Closes:
Sunday, February 6th, 11:59 p.m.

Survey logistics:
The estimated time to read and complete the survey is 10 minutes.
Questions with an * at the beginning require an answer.

Anonymous Survey and Personal Information:
When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2022/23, may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

Any personal information gathered through this survey is subject to the *Freedom of Information and Protection of Privacy Act*. Enquiries about the collection or use of information in this survey can be directed to the Islands Trust's Legislative Services Manager at 250.405.5188.

The Islands Trust will not collect, use, or disclose personal information using this SurveyMonkey survey. Please be aware, however, that IP addresses are collected by SurveyMonkey itself.

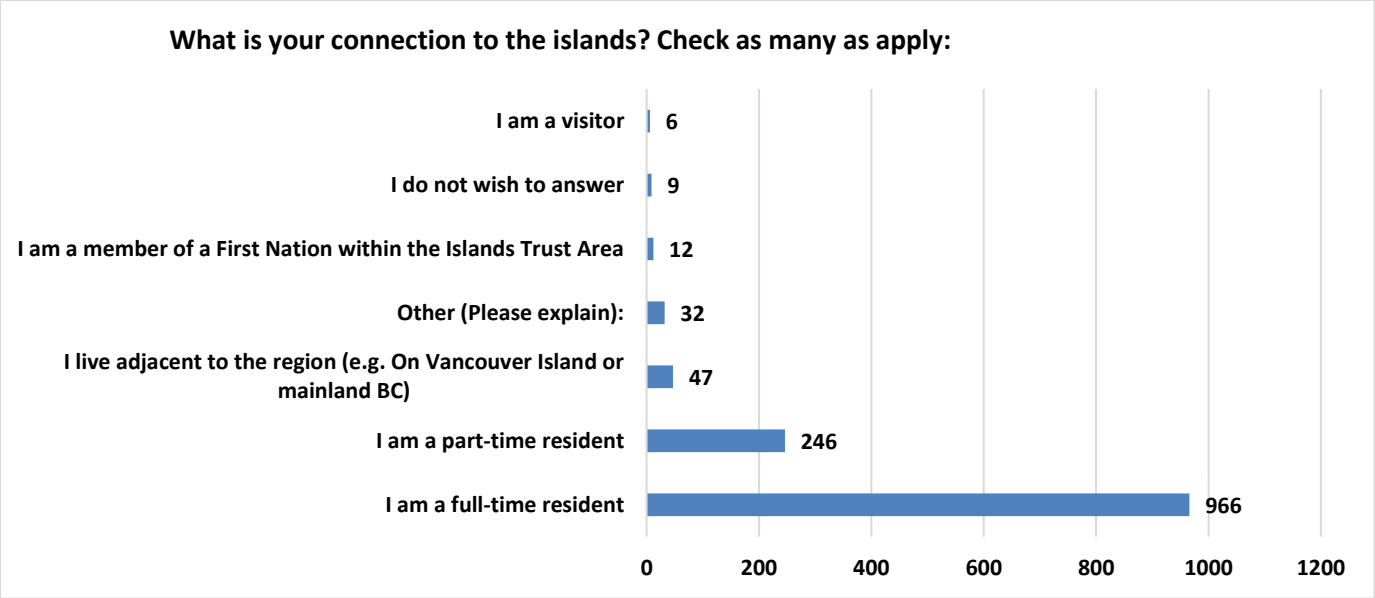
There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

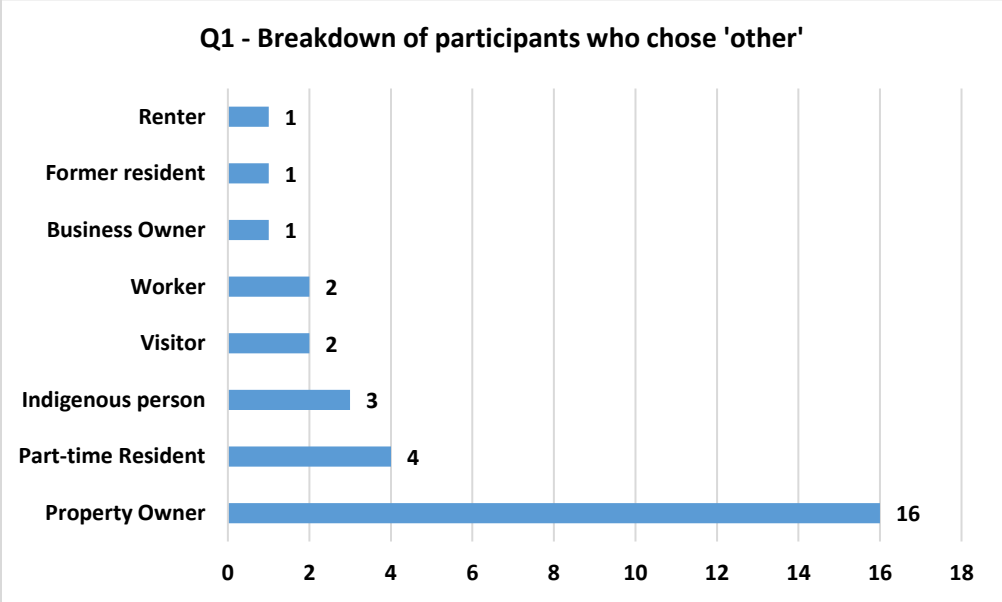
Tell us about yourself

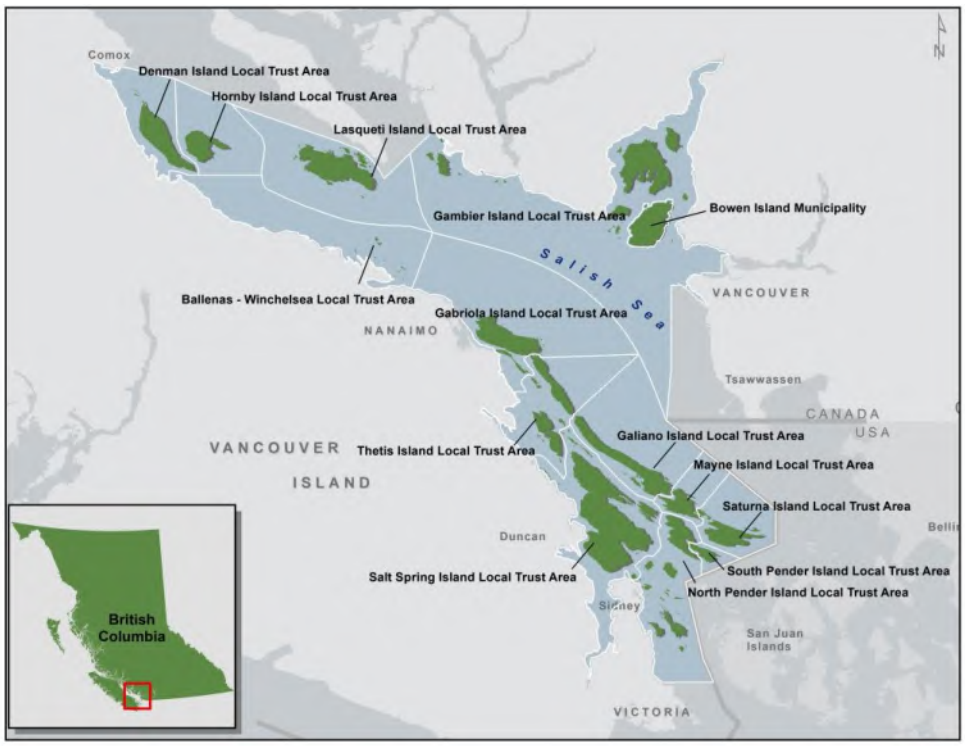
The Islands Trust Area occupies almost 5200 square kilometres within the Salish Sea.

***Question 1: What is your connection to the islands?**

- 1,256 out of 1,256 completed (100%) who participated in the survey completed question 1


What is your connection to the islands? Check as many as apply:
I am a visitor
6
I do not wish to answer
9
I am a member of a First Nation within the Islands Trust Area
12
Other (Please explain):
32
I live adjacent to the region (e.g. On Vancouver Island or mainland BC)
47
I am a part-time resident
246
I am a full-time resident
966
0
200
400
600
800
1000
1200

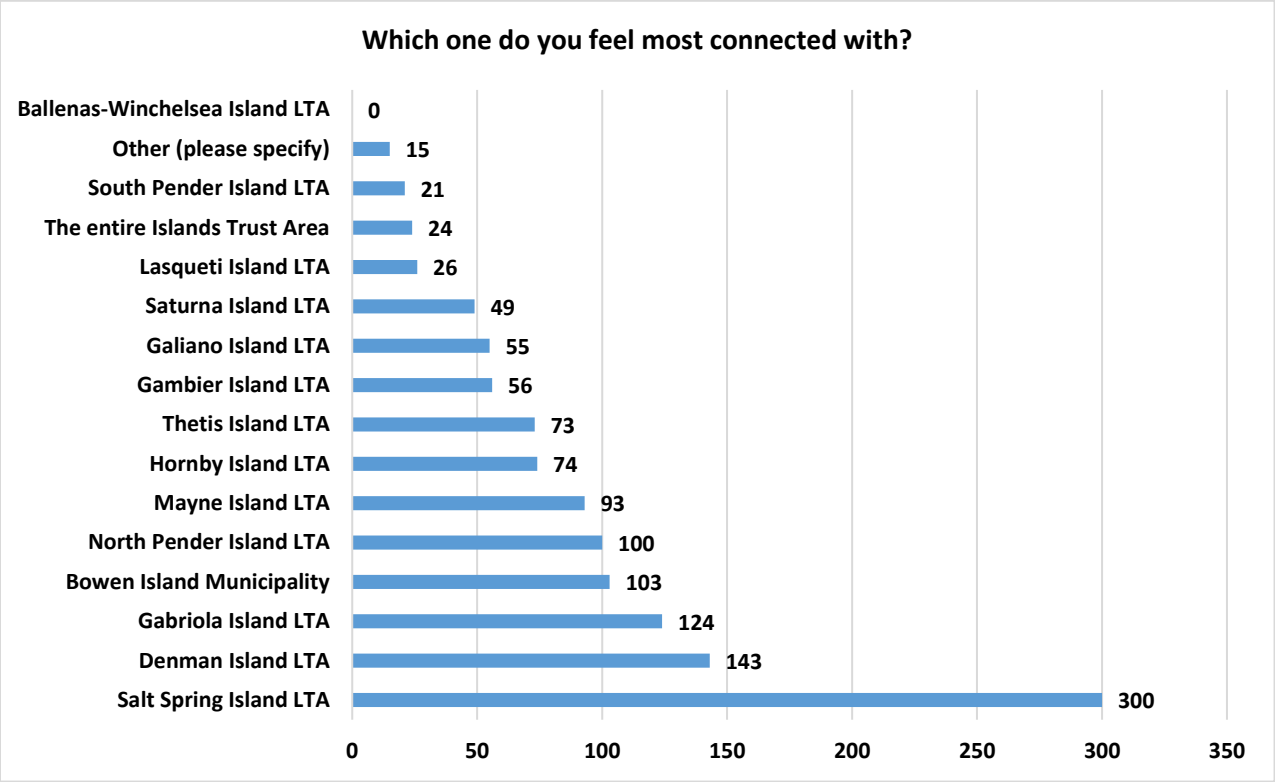

Q1 - Breakdown of participants who chose 'other'
Renter
1
Former resident
1
Business Owner
1
Worker
2
Visitor
2
Indigenous person
3
Part-time Resident
4
Property Owner
16
0
2
4
6
8
10
12
14
16
18

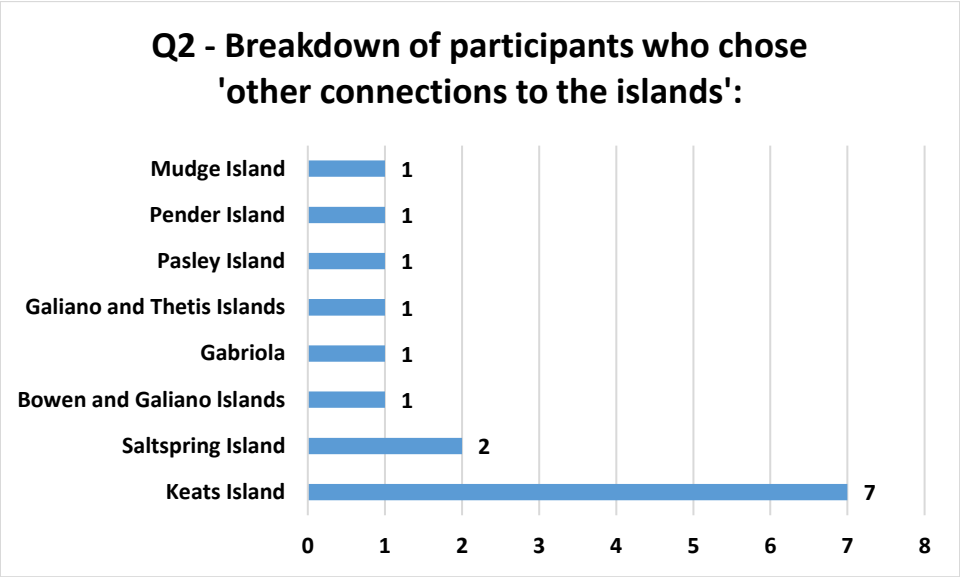

Comox
Denman Island Local Trust Area
Hornby Island Local Trust Area
Lasqueti Island Local Trust Area
Gambier Island Local Trust Area
Bowen Island Municipality
Salish Sea
VANCOUVER
Ballenas - Winchelsea Local Trust Area
Gabriola Island Local Trust Area
NANAIMO
Tsawwassen
CANADA
USA
Galiano Island Local Trust Area
VANCOUVER
Thetis Island Local Trust Area
Mayne Island Local Trust Area
ISLAND
Saturna Island Local Trust Area
Duncan
Salt Spring Island Local Trust Area
South Pender Island Local Trust Area
North Pender Island Local Trust Area
Sidney
San Juan Islands
VICTORIA
British Columbia

***Question 2: Which local trust area/Bowen Island do you feel most connected with?**

- 1,256 out of 1,256 completed (100%) who participated in the survey completed question 2

The Islands Trust Area is made up of 13 local trust areas (LTA) and Bowen Island Municipality.





Proposed 2022/23 Budget

Islands Trust works to preserve and protect over 450 islands in the Salish Sea and surrounding waters with First Nations, residents, property owners, and all British Columbians. Each year, the Islands Trust Council develops our budget in consultation with the people we serve.

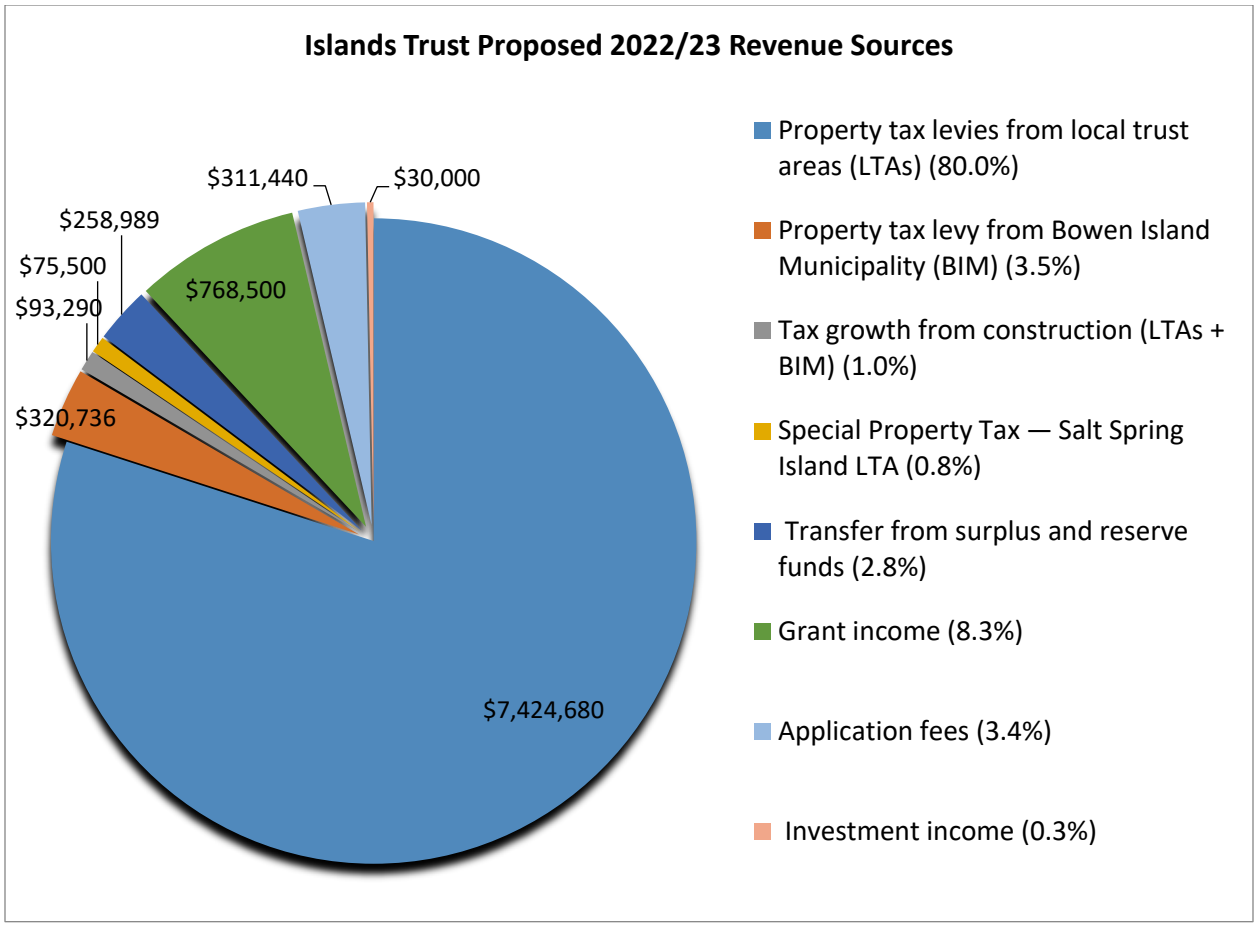
In developing the proposed budget for 2022/23 ($9.3M, excludes non-cash amortization), Islands Trust Council assumes that Islands Trust will maintain existing service levels and implement the 2018-2022 Strategic Plan. View a breakdown of the draft budget numbers here.

Islands Trust taxes make up only a portion of your total property tax bill. Please look at past annual property tax statements for the specific annual amounts.

Please note that figures in this survey are rounded to the nearest thousand.

Revenue:

- $7.4M property taxes
  - 6.1% increase ($435,000)
    - 4.88% increase to the existing local trust area tax base plus an additional 1.25% tax revenue expected from new construction and development in local trust areas
  - $324,000 Bowen Island Municipal tax levy
  - 4.0% increase ($12,497)
    - 3.07% increase is to be levied against the existing tax base plus an additional 0.95% tax levy expected from new development and construction in the Municipality
- $769,000 in grants (increase of $197,500, 12%)
- $311,000 in application fees (increase of $191,000, 160%)
- $259,000 transfers from Island Trust surplus and reserve funds (reduction of $399,000, 61%)
- $75,500 Salt Spring Island Local Trust Area special tax levy (no change)
- $30,000 in investment and other income (reduction of $30,000, 50%)


Islands Trust Proposed 2022/23 Revenue Sources
$311,440
$30,000
$258,989
$75,500
$93,290
$768,500
$320,736
$7,424,680
Property tax levies from local trust areas (LTAs) (80.0%)
Property tax levy from Bowen Island Municipality (BIM) (3.5%)
Tax growth from construction (LTAs + BIM) (1.0%)
Special Property Tax — Salt Spring Island LTA (0.8%)
Transfer from surplus and reserve funds (2.8%)
Grant income (8.3%)
Application fees (3.4%)
Investment income (0.3%)

Expenditures:

Islands Trust preserves and protects the Trust Area through: environmentally sound land use planning, land protection through the Islands Trust Conservancy, and working locally and across agencies to collaborate, plan, and advocate on important matters in our jurisdiction. Actual historical spending trends help to inform the proposed budget.

Total value of the proposed 2022/23 budget is $9,283,000 which pays for operations, projects, and capital purchases (excludes non-cash amortization expense).

The proposed operating budget excluding non-cash amortization expense is $8,301,000, an increase of 4.1% ($337,000) from last year. This includes:

- $5,696,000 ($143,000 funded from grants) in staff salaries, benefits and training costs (increase of $132,000, 2%). This includes a proposed new part-time Conservancy fund development position ($52,000) to work with potential and existing donors and 2.0% staff wage increases per union agreements and the BC Public Service policies.
- $660,000 in office leases and associated costs and insurance (increase of $27,000, 4%)
- $605,000 in trustee remuneration and benefits (increase $15,000, 2%). Learn more.
- $265,000 for legal expenses (no change)
- $187,000 ($59,000 funded from grants) for Conservancy property management, conservation planning, land securement and ecosystem mapping (increase of $12,000, 9%)
- $192,000 in insurance expense (increase of $7,000, 4%)
- $141,000 in elections expenses
- $100,000 in technical support (increase of $12,000, 13%)
- $70,000 ($3,200 funded from grants) in communications costs (increase of $21,000, 42%)

The proposed projects budget is $912,000 ($375,000 funded from the grants), an increase of 3.4% ($30,000). There are $304,000 in proposed local trust committee projects, $235,000 in Strategic Plan projects, and $374,000 in proposed operational projects. These are listed lower in the survey.

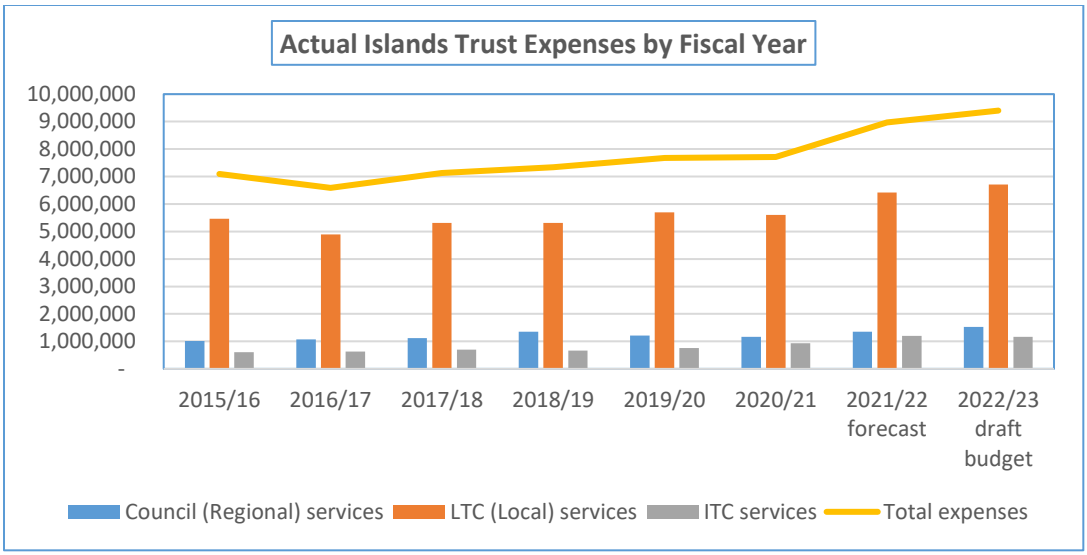
The proposed capital budget is $71,000; (increase of $37,500, 113%), which includes:

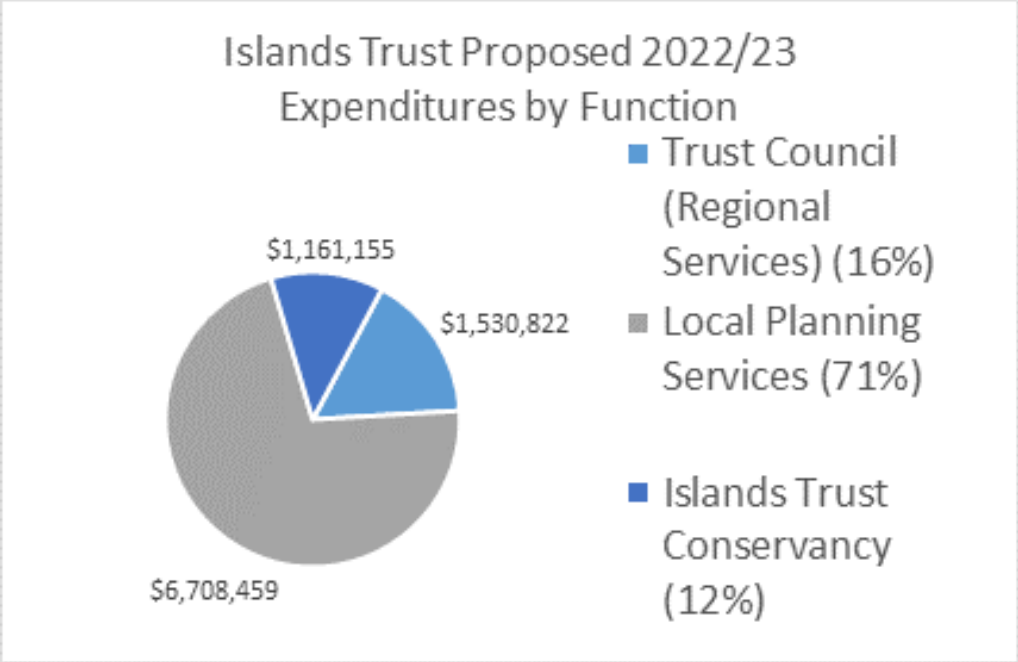
- $ 15,000 to purchase computers for newly elected trustees (not returning trustees)
- $ 51,000 to replace end-of-life technology, and support hybrid public meetings

Annual percentage (%) change in property taxes (excludes Bowen Island Municipal levy[1]), approved budget expenditures, and actual expenditures since 2013/14.			
Fiscal Year (April 1 – March 31)	**% Property Tax Change** (excludes increase due to non-market factors)	**Approved Operating & Projects Budget Expenditures[2]**	**Actual Expenditures[3]**
2022/2023 (proposed)	4.88%	$9,401,010	NA
2021/2022	3.26%	$8,838,101	Year in Progress
2020/21	0%	$8,096,211	$7,707,867
2019/20	2%	$7,753,986	$7,672,619
2018/19	2%	$7,658,134	$7,339,845
2017/18	0%	$7,667,011	$7,131,865
2016/17	0%	$7,260,509	$6,588,536
2015/16	0%	$7,134,445	$7,092,373
2014/15	0%	$7,054,080	$6,835,277
2013/14	1.30%	$6,892,192	$6,500,914

Property taxes are only one source of Trust revenue. Other revenue sources (grants, application fees, investment income, surplus funds) are not reflected in this table. As such, a direct comparison of expenditure changes versus property tax changes over time cannot be made from this table alone. It serves only to highlight key pieces of information deemed likely to be of greatest interest to the average reader. For more information: Islands Trust Approved Budget History document.

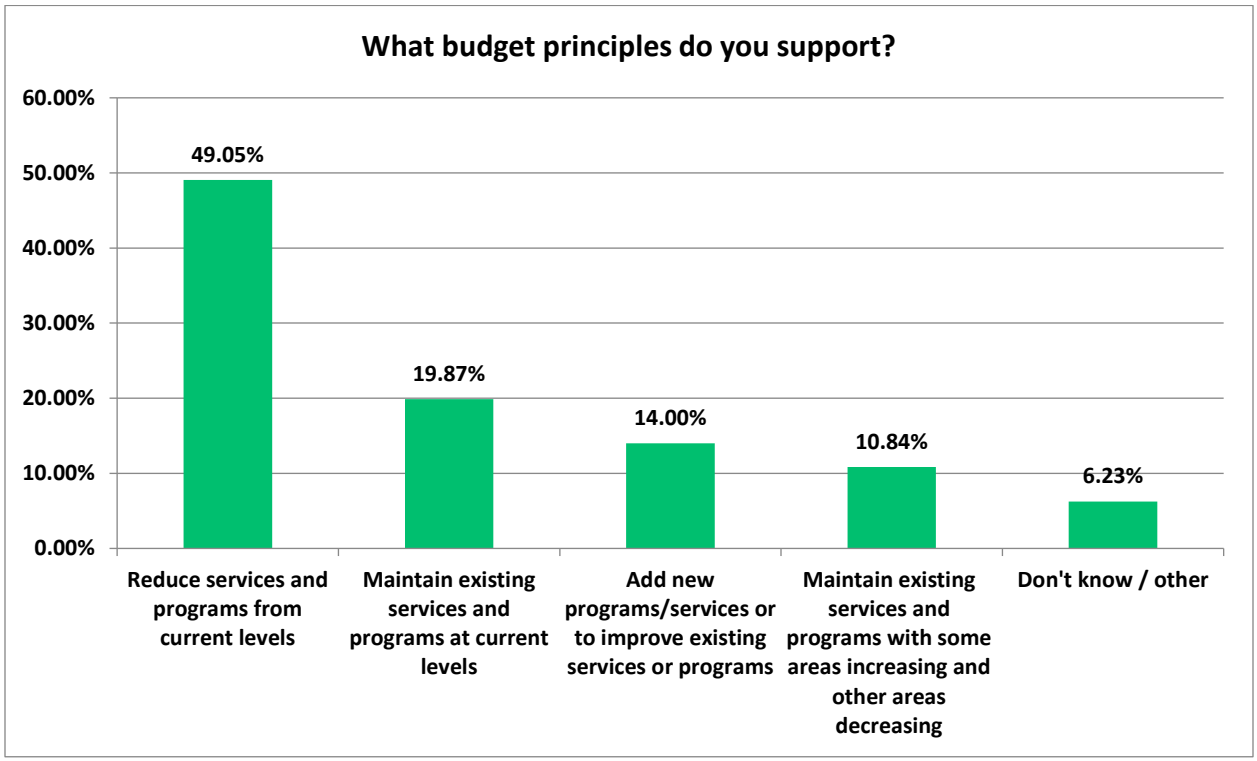
[1] Since 2013/14 Bowen Island Municipal levy has increased from $225,614 to $311,188 in 2021/22. The proposed levy for 2022/23 is $324,692. Bowen Island Municipality contributes to regional programs and Conservancy costs (not land use planning) based on their proportional share of Trust Area property values. Bowen Island taxpayers contribute to regional programs and Conservancy costs to almost the same extent as other island taxpayers.
[2] The operating and projects budget excludes purchases of tangible capital assets and includes amortization expense, which aligns with financial reporting for Actual Expenditures.
[3] As reported in the annual audited financial statements

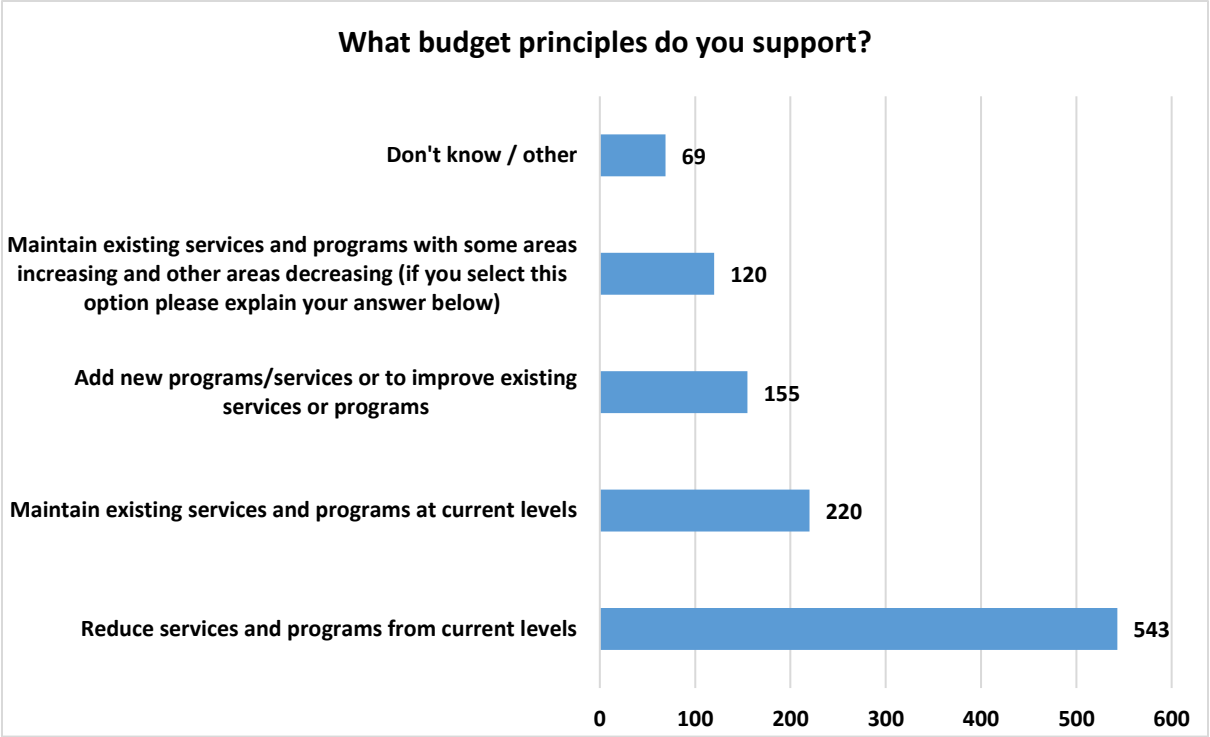

Actual Islands Trust Expenses by Fiscal Year
10,000,000
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22 forecast
2022/23 draft budget
Council (Regional) services
LTC (Local) services
ITC services
Total expenses


Islands Trust Proposed 2022/23 Expenditures by Function
$1,161,155
$1,530,822
$6,708,459
Trust Council (Regional Services) (16%)
Local Planning Services (71%)
Islands Trust Conservancy (12%)

***Question 3: What budget principles do you support?**

- 1,107 out of 1,256 completed (88%) who participated in the survey completed question 3





The following tables show the comments from 562 participants who explained their choices to question 3.

Comments from participants who chose: • **Add new programs/services or to improve existing services or programs**
Add groundwater monitoring programs
Allow Trustees to better protect the mandate to preserve and protect
As the population increases, expectations rise. I think we need new and/or better policies to get ahead of climate change impacts. Some new regulations about land use are needed.
Because it just makes sense.
Bowen needs playgrounds. Yea he fact that's the only one is currently at the school which can't be used by children during school hours is absurd. There is fundraising to build one, but there should be far more options on this island
Challenging times need to be addressed with the necessary time and expertise.
Climate change needs good funding.
Conservation of these delicate ecosystems is important
Easier Access
Environmental planning projects ONLY
Everyone wants services but only a few are willing to pay for it.
Facing the reality of increased pressure from development, climate change and biodiversity loss, it is imperative that we not only retain but strengthen environmental protection.
For Lasqueti it makes sense
Good to invest in our home area
Housing
I do not support an increase with existing levels of service.
I feel Islands Trust is doing a good job, I trust our current trustees and think we need more environmental protections as I expect more developer pressure from the wealthy class who are buying properties...
I feel like with new staff and new increases then the overall should be making things better. Would like to see permitting moving more quickly but maintaining accuracy.
I really value the work the Trust does, and want to see more protection of our natural environment. I think more mapping and planning would be useful to that extent.
I support the work of island trust
I think its important to be as proactive as possible protecting our islands
I want the Islands Trust to have the capacity to meet the challenges we face.
I want to see the sub housing situation addressed
Infrastructure is good, we need projects to finished before starting new ones
Insufficient attention paid to flagrant land use bylaw violations
It represents progress.
It's always good to add and improve now while money is available
It's the right thing to do
Many people want to live in IT area. We need to plan for this. We need IT to be able to deal with the challenges.

Comments from participants who chose: • **Add new programs/services or to improve existing services or programs**
more commitment to protecting water resources
more environmental protection and water science programs
More funding to conservation
More is understood about the needs and the importance of meeting them in current and future circumstances
More people moving to the island
Need a swimming pool on Gabriola.
Need more commitment to preserving environment and protecting watersheds
Need more work on protection of freshwater and watersheds
People in our community are largely ignorant to issues like water and wildlife conservation
Programs and services need to be reviewed regularly as things change such as the climate..
Property values have increased which increases tax revenue
Roughly 10% of the budget is allocated to projects - increasing this allocation should take precedence.
Shoreline Enforcement
The effects of the climate crisis, covid, and development pressures mean more or improved services are needed in these times to achieve the IT object
The future is going to be more demanding
The islands are desperately need more protection from development.
The islands need to better support and enable affordable housing.
the IT needs more conservation expertise to support its protection mandate.
The major part of the budget/expendure is used for administrative issues(spend as usual new service/programs are just added) and the least is spend for the important part of for conservancy or not even mentioned sustainability - rainwater collection/food security. Going on in the same/old way will explode the budget in the coming years. New or different ways are necessary. The efficiency how and where to spend for the long term should be improvement - at least in my opinion.
There needs to be an improvement what Island's Trust can lawfully look after. For eg. hazardous properties.
Thetis Island does not benefit from and the numbers are not applicable to Thetis because new development is not allowed to be done here so therefore residents are being taxed for absolutely nothing in return for our money. There is no evidence that Thetis receives any benefits from the payment of taxes to the Islands Trust. As we do not receive ANY programs or services in regards to the items listed in the provided information, we strongly believe that the tax rate is not justifiable and causes harm to the residents by forcing them to pay these taxes for nothing in return that benefits Thetis Island in any way.
Things could definitely be better for a lot of people on these islands
To invest in First Nations reconciliation and increase resiliency due to climate change
We are facing we are facing an immenent disaster if we don’t address CC in a serious fashion. If there was one time in life to step up and financially support your LG, it’s now. In 5yr we will be too far behind to catch up.
We are growing.

Comments from participants who chose: • **Add new programs/services or to improve existing services or programs**
we are in a climate crisis and a housing crisis, and also the need and opportunities for reconciliation are immense. Islanders can afford a bit more to help us collectively deal with these issues. Also, there is a backlog of topics that needs addressing via OCP/LUB reviews. When OCPs and LUBs are not reviewed regularly and/or when changes in the world demand it, communities lost faith in the Trust and the community regulations. Also, the Trust needs to get its public engagement working better, and communicate better with residents.
We need to support the evolving needs in the trust area.
Well, we have crises everywhere we turn, we need to plan our way out of this mess and get prepared for what's coming.
Your budget is pathetic, you are not protecting bowen island at all

Comments from participants who chose: • **Don't know / other**
10 minute survey? this is beyond scope/mandate of the Trust. budget needs to be reduced and align/reconcile mandate with budget items.
A 5% increase following 3% last year is too high - IT is trying to do too much and is spending much more than comparable governments in BC - need to focus on core programs and services
All bureaucracy-feeding budgets should be zero-based.
BIM should no longer be in the Islands Trust.
Bowen Island already has and pays for the majority of services IT can provide
Bowen Island does not need to be in TheTrust end of story
don't have requisite knowledge to give meaningful response
I do not think IT needs to have staff/programs that other levels of government are already regulating/providing .
I don't know enough about programs/service levels
I don't really understand how to islands trust operates
Islands Trust Administration moving out of Victoria.
Lots there. I'm surprised that nearly 70% of the operating budget goes to wages and salaries
No clue what you do, or who all these employees are that are making 5.7 million in a year, no clue of your presence in the community
Not reflect in t to his table
Not sufficiently familiar with existing programs -newly moved to Pender Island
Reduce Islands Trust crew
Staff associated costs (salaries , benefits, training etc.) are way too high for the level of program activity/expenditure. Look for a way to reduce staff.
The charts and info above is totally complex and inaccessible. And I'm a professional with a graduate level degree.
the principle of spending in line with achieving the strategic plan, balanced with prior year's expenditures.
This is a ridiculous question without the context of costs and taxes. I choose increase services while also reducing taxes. This is impossible I know. Then I choose lower taxes with existing services.

Comments from participants who chose: • **Maintain existing services and programs with some areas increasing and other areas decreasing**
Add a service to protect residents from container ship anchorages.
add planning and support staff
Affordable housing and marina work should be expanded
After last year, we should have a better idea of where money should go.
Allow more flexible housing options for low income renters and temporary workers.
Although it has not been communicated there are no doubt some current services/programs that are more important than others. While there is a need to reduce the overall increase it should be done taking to account these priorities.
Appropriate land use/conservation for the islands needs more focus
As long as water table monitoring is developed fully.
As Saturna is largely a park conservancy is probably not an issue
Bowen needs water, sewer, building permits, road repairs - not the Islands Trust
Budget cuts are necessary. Everyone is tightening their belts. I don't have particular knowledge about where cuts would be most effective. That is up to you.
bylaw enforcement should be reduced
Circumstances change yearly, why lock in a budget
Conservation budget should be maintained and all others should be decreased
cut staff salary
Cut staffing, new hires - this will reduce office space needs, etc. Readdress the money given to Conservancy.
Decrease centralized 'expert' services and rely more on local knowledge and expertise on the islands
Decrease services and programs for all areas with the exception of conservation areas
Do not add a fund development position to the IT Conservancy! This was first discussed in ITF committee 22 years ago and will never have community support in the Trust Area. Local conservancies exist and have agency and community trust. Put this fund allocation instead into launching an Annual Grants in aid program to grant monies to local community conservancies. Will leverage that staff position costs as an ROI many times over!
Fiscal responsibility. Stop duplicating work in other governmental jurisdictions. Stop acting like special interest group's mouthpiece. Do your own functions only
Focus on acquiring protected land. The islands really can't support an increase in population, so instead of worrying so much about what people are doing with the property they already own, get the undeveloped property off the potential market.
Focus on Affordable Housing
For example stop the ban on short term rentals imposed by the island trust and impose avan on diesel generator run grow-ops that go against « preserve and protect »
Given the current conditions of high inflation and a struggling economy it is imperative that we find ways to manage the budget at the current levels as many of us live on a fixed income and can't absorb the increase in costs.
I am concerned that Islands Trust is making more and more regulations without proper consultation with residents. I don't want to have to get permisswion to build a shed on my 30 acre property or cut down a tree without permission.

Comments from participants who chose: • **Maintain existing services and programs with some areas increasing and other areas decreasing**
I am concerned that with the increase proposed that those on restricted incomes will not be able to continue to live in the Islands area. This is not a bottomless pit. We all have our break points and expenses have to be throughtfully done.
I am very concerned that the current administration is aware that independent reports have shown that your internal processes are highly inefficient, particularly in the area of land use applications and permits. By allowing these inefficiencies to continue you are just throwing more money and a system that is broken. I can support the work to allow for updates to the computer and online access to meetings.
I am very unhappy with the roads and fire fighting on Saltspring . These need better funding. On the other hand, we get 0 value from anything else. Yet, our taxes have increased 4 fold in 10 years.,
I believe that it’s important to maintain service levels at their current level. Adding programs at this stage should only be done in balance with current services.
i don't know enough to say what should change but the BEO should not be wasting our tax money harrassing private and necessary rental accommodation
I see enforcement as being underfunded, as we witness a great deal of behavior that is not taken to account. Some of us see complaints as personality driven, and not based on the preserve and protect mandate.
i think funding needs to be allocated for better electronic meeting participation going forward with money coming out of reduced office space, communications, and elections expenses budgets. If more Trust staff could work from home more often there would be less need for so much office space, and this savings could go towards electronic meeting support. Also travel costs could be reduced as well.
I think that the SSI Planning Dep't needs to shrink so that it can do less damage to local property owners. I think that it must be overstaffed at its staff seems to seek out work and revenue by overpolicing local property owners' property improvement projects.
I would like to see increased funding for IT Conservancy but a far more Spartan approach to office staff travel, lavish public meetings (banners, refreshments, food etc.)
I would like to see more budgeting for land securement, and conservation planning. Specifically as it relates to sensitive ecosystems, regenerative farming, and supporting Indigenous land use. There is a very real threat of our island (Gabriola) becoming "a suburb" of Nanaimo, with no housing security, job security, or food security. This would be a major mistake when thinking about preparing for climate change.

Comments from participants who chose: • **Maintain existing services and programs with some areas increasing and other areas decreasing**
I would like to see more money invested in positions for bylaw enforcement. There are too few officers currently for bylaws to be enforced, which leads to widespread violations of the bylaws - and thus there is little point to having good policy if everybody can ignore it with impunity. The current situation is that investigation only takes place when there is a complaint - and who is prepared to "tell on" a neighbour? the price paid for damaging relationships is too high, many would feel. So it would be better if we had bylaw officers that would actually go around and check whether bylaws were being adhered to. The thing that I would like to see less money spent on is surveys, especially when large sums are given to outside firms to create and implement them. For example, we made clear that we werent happy with proposed changes, and it was agreed that trustees would consult with the inhabitants of the islands and hold information sessions. I would have expected then that our trustees would schedule a couple of meetings on our island to discuss the proposed policy changes with us. Did that happen? No. It wouldnt cost much to do that. Instead, more expensive, outsourced survey work is planned. Unnecessary and unhelpful. Much more could be achieved by having trustees actually interact with the residents.
I would liuke the IT to have an external audit done to identify waste in policies and procedures. Once complete, have a Public Realease of the audit results. Ask the budget questions again after the public audit has been done.
I'm curious why communication went up so much. I want more action on housing.
improve roads and enforce bylaws
In favor of water meters
Increase Bylaw enforcement Staff, decrease planning staff for a year..
increase comumication and local staff /office on island..like Mayne
Increase land conservancy and preservation budget, decrease head office type expenses
Increase marine protection areas
Increases in spending over and above inflation rates should be offset by reductions in non-priority areas.
Increases in taxation should be placed on the sub areas of the trust that are affected or receiving the increased service or project if that project/service has been agreed upon in that trust area.
Increasing local planing to 77% and decreasing Trust Council Regional Services to 10%
Islands Trust is a planning service. All other chores, such as advocacy, conservation, information gathering already undertaken by regional and provincial authorities should be phased out as soon as possible.
Islands trust needs to look at what they have currently and how they can improve the basics, not add more rules and yahoo to our island like they do for control.
Islands Trust should use their discretion to balance the needs of existing services & programs but during these hard times, it's not appropriate to increase funding
It is obscene to spend more on the council than on conservancy itself, which is the purpose of the island trust. As well the planning needs a sharp decrease in funding and reach.
It is realistic.
It makes the most sense as some areas no longer need as much funding and others need more.
Keeping a budget without hefty increases

Comments from participants who chose: • **Maintain existing services and programs with some areas increasing and other areas decreasing**
Less bylaws and impediments to land owners and small businesses. More actual conservation efforts such as public wildlife preserves. Actual climate change action such as wildfire preparation (mass buys, or tax exemptions for water cisterns and battery operated exterior sprinkler systems, to prevent the whole island from burning down into a toxic wasteland
Less surveys and more local maintenance
Look for opportunities to reduce expenses and streamline processes to increase efficiency.
Maintain existing services but reduce staff by 10%. You are a bloated bureaucrasy
Majority of budget is salary and renumeration, very little in programs and services.
More $$$ toward enforcement and whatever can be done to facilitate more-affordable housing. Less to environmental aspects.
More adaptive ecosystem management -- setting measurement targets based on carrying capacity and alternative solutions, vs blanket bans and prescriptive codes. Re the Trust Council -- I want to see a move towards less governance from Victoria, and more meetings and staffing here on the Gulf Islands, including the CAO. There is no way we can get meaningful representative government and proactive services implementation when staff and managers don't share our lives, experiences, and concerns.
More funding should be directed to support conservation options, both in terms of $$ for acquiring new nature reserves but also to assist landowners who want to donate land or a conservation covenant. For example, IT should set aside funding each year that can pay for surveys, biological inventories, and other costs associated with covenants held by the Islands Trust Conservancy. In general, increase capacity at the ITC and ensure that planners, LTCs, and others have training and support to properly apply "preserve and protect" to the area
More work on housing, less work in other areas
Most people own a computer or smart phone that can function as their work technology. Decrease pay for the trustees and turn it towards funding tech supplies
Much like govt. there are areas that continue to cost the same but are no longer as necessary or vital, but continue whereas moving forward in a more progressive and needed direction would be a better use of funds. Just because funds are available isn't an excuse to continue to misuse them. With first nations being included in islands trust affairs finally I am concerned that monies spent on keeping people employed doing the same old same old will not be available for these important issues. Even worse the budget will sneak up each year and it's already far too much of our land taxes. In my experience there is alot of waste because of the high budgets
Must address Fallow Deer cull to preserve the environment
Need some flex to respond to change circumstances
need to get to the core services that "govt" is responsible for, get rid of the fluff
No expansions of mandate / reduce in areas that are not directly related to mandate and legislated responsibilities
Nothing is static, there is always ebb and flow
Now is not the year to add additional services. Maintain service as best as possible with no to little (less than 2%, or what is needed to meet salary obligations under bargaining). No increase or change in new services until they can be covered under current revenue sources.

Comments from participants who chose: • **Maintain existing services and programs with some areas increasing and other areas decreasing**
On Gabriola the “trust” has and continues to facilitate the removal of mature and old growth forest ecosystem and trees, allows cultural sites to be desecrated, allows shoreline development. You cannot claim to be preserving and protecting any aspect of this island. Either drop the false “preserve and protect” slogan, or budget to stop creating the luxury subdivisions and housing the service sector that supports the gentrification.
Pensioner income fails to increase at same level as inflation. Time to manage tax increase to pension or wage increase.
Programs & services related to environment and health need to be prioritised at this time. Lower priority budget items can be cut.
Programs to preserve the ecology of the Trust Area - I'd like to see these expanded.
provides flexibility, but with the option of NO services decreasing. Not quite the same as option 2
quit wasting money on enforcing unrealistic zoning laws and stop harassing honest farmers and workers trying to live on this island, and instead support and allow for affordable housing and zoning to accommodate for the work force to live here.
Reduce enforcement expenses, prioritize housing related initiatives
Reduce expansion in staffing and reach of services. Employ more local people who live in the areas, reduce costs by relocating from Victoria.
Residents already see almost zero benefits from taxes paid , and the aiT has not demonstrated any ability to manage current funds
Review and evaluation of all programs and services is good practice.
Salt Spring ditches and roads are a deteriorting at an alarming rate so is our fresh water and fire protection distribution system. So we must reduce some planning to address this needte
Scope creep into areas of other's jurisdictions. Keep spending flat and enhance services you are supposed to deliver
Spend less on environmental issues and spend more to support low income people.
Spend less on studies and consultations and more on housing.
Staffing appears to be excessive for the services provided
Support land use planning and stay out of environmental issues already covered by provincial and federal agencies
The breakdown here isn't entirely clear, but it is clear that the numbers don't appear to reflect what actually needs to be done on the islands vs what work is being done. I think this needs to be broken down into specifics of exactly how the money has been spent and highlighting if that has been at all successful and wether or not current efforts are even within the mandate of the trust.
The conservation budget should be MUCH higher! Isn't it the entire mandate and mission of the trust!?
The Islands Trust needs to reduce or eliminate initiatives and activities that are the jurisdiction of other agencies and where there is no liklihood of positive, measureable results and where there is no expertise within the Islands Trust. Examples include radio/EMF issues, BC ferries, community economics, fisheries and oceans and climate.
The Islands Trust should mantain the services required to fulfill the object of the Trust. Others like affordable housing belong to other level of government, affordable housing is not an unique amenities.

Comments from participants who chose: • **Maintain existing services and programs with some areas increasing and other areas decreasing**
The Trust should stick to it's core mandate of land planning, development review and permitting, and managing the Trust Conservancy areas. The Trust should be advocating in these new areas — as directed in their Act — not expanding roles and staffing. The regulatory areas that the trust wants to expand into are already handled and done well by provincial and federal agencies. I support a decrease for almost all areas with staying the same for several areas (i.e., conservation areas)
There is lots of wanted expenditures. These times are challenging for all and islands trust should be trimming their budget too. It is not a time to be wasteful
There should be a new budget principle of not increasing expenditures on the basis that we all need to adjust to a steady state economy on a planet that is already suffering from unchecked growth. Increases in government expenditures should only happen to tackle inequities and suffering and those should be done at the expense of the most privileged.
This is not the time for increased staff salaries or trustee remuneration and benefits .A lot of folks are hurting
This is unacceptable that so much of the budget is spent on salaries so I do not support any increase in the budget and instead realign and fine tune the current services.
to provide flexibility in current context
Too much emphasis on housing.
Use Community plans for guidance.
Use local volunteers more
Want consevancy increased
we do not need to add more programs we need to work on doing a better job with the excisting services,need to improve Emergency Management,Road infrastructure and Bylaw enforcement clean up the rif Raf.
We need less governance
We need to get the druggies off the Island
We used to do so much of the work of island governance through resident committees, with a single staff person as advisor, attending the occasional committee meeting. Now all decisions seem to be made by a string of staff (few who actually live on the island and participate in community lived experience and knowledge keeping) advising the local trustees as to what is the way forward. Full stop! Islands Trust Council and the body of staff are off course. The duplication of services already done at regional levels (yet firewalled by the Islands Trust) only serves to highlight the bloated reduncy that the Islands Trust has now become. In the meantime, an unprecedented housing crisis has shown the need for the Islands Trust to preserve and protect the environment, and communities that prioritize ecosystem and human rights. Please correct your course IT, before furthur damage is done to our communities.
whatever needs to be done to incorporate tiny homes to be allowed on Gabriola. A new committee may have to be formed to expedite results.
You guys spend way too much on IT
Your budget increases will cause an increase of 4.88 % plus the 30% increase in our provincial taxes you are taxing us out of living here. I think you need to trim where you can and reassess the programs that work and who benefits. Perhaps a mor innovated look at the budget.
Your budget is too staff and office heavy make cuts to those costs

Comments from participants who chose: • **Maintain existing services and programs with some areas increasing and other areas decreasing**
Your organization is too large and is not providing services effectively. It requires an overhaul and rethinking of strategy

Comments from participants who chose: • **Maintain existing services and programs at current levels**
A whole 'reallocation' of mission needs to be reviewed; staff costs are too high - reduce overhead and allocate to programs
Affordability
Almost all the budget increase is staffing and very little for new initiatives.
because gabriola is cannot afford to support projects that only benefit a small segment of the population.
Because I am concerned about jurisdictional overreach
Budget and mandate creep
Conservancy up 9% Communications up 42% not justifiable
Covid has changed the world - hoping as 2022 evolves a better idea of new economic normal will be established
Don’t feel IT should be expanding its programs - focus on doing what they are meant to do and do it better
Don’t feel there is a particular lack of services now
Don’t need increases or added costs that provide little value
Don't really see the results/benefits of services provided
Enforce bylaws. Building codes must be enforced to protect the environment.
Escalating costs
Except for hiring a fundraiser for ITC.
Existing services are more than adequate.
Generally acknowledge that the Islands Trust Area has many issues that require funding and support, even if many of these issues are outside the jurisdiction of the Islands Trust. However, I cannot agree to adding new services or anything that would cause the budget to increase as: 1. The Island Trust’s accounting in this survey and in its Report have a number of errors and internal conflicts. The Budget numbers on the survey page are all lower than the budget numbers reported in the referenced “Islands Trust Approved Budget History document”. In addition, the figures for Consumer Price Index in that “History document” do not agree with its reference. The CPI for 2020/2021 for example, is reported as 3.1% in the IT “History document” but was actually 0.8% according to the referenced source Statistics Canada/BC Stats. There was a Property Tax increase (0.3%) in 2020/2021 where the Survey page reports none (0.0%). These are gross and material errors in financial reporting. 2. Annual increases in the IT budget are on average twice that of CPI. 3. The IT has been drawing down its Surplus Funds by $78,000 per year, or about 1% of the overall budget annually since 2016/2017. Over 9% of the Surplus was consumed in 2020/2021 alone. This effectively hides a 1% budgetary increase and further underscores that the Islands Trust budget is growing at an unsustainable pace.
I believe the IT has forgotten it’s original purpose and is moving toward new goals and priorities without clear approval from its stakeholders

Comments from participants who chose: • **Maintain existing services and programs at current levels**
I do not think we need changes nor increased taxes.
I don't know enough about the services and programs so for me it is best to maintain at current levels.
I have heard no specific complaints from islanders about how previous budgets were allotted.
I lost my job due to covid, as did many others. This has been a very hard couple of years, yet during Covid the two biggest tax increases were added. I believe in taxation and do not think that we pay too much, but adding taxes when people can least afford it is cruel.
I moved here 15 years ago to be part of a rural community. I have more than enough services already.
I neither wish to decrease nor increase spending without a comprehensive review of the Islands Trust that includes its relevancy and purpose, its organization and administration, its scope of influence and activities - and what I see as the need for major updates to the OCP that incorporate information gained from a comprehensive consultation with the community.
I'm a senior and can't afford the increase in all the taxes
I'm concerned with the impact an increase in property taxes will have on my family. Our BC Housing Assessment has increased the value of our property by 40% this year which means we will already be paying significantly more in taxes. We are a young family that have lived on the island most of our lives and are privileged to own a home because we purchased so long ago. We plan on staying and raising our children here but we struggle to make ends meet. An increase in assessed housing value is great for someone planning on selling but not for those of us planning on staying. Won't the added taxes for our 40% increase in assessed housing value provide an increase in budget already without having to ask for more? I support the Islands Trust and the work you do and value it but this is a bad year to ask us to pay more.
I'm happy with the services we have!
I'm satisfied with the current service levels
if it aint broke, don't fixit. also, I don't think its broke!
I'm not going to approve new programs without knowing what they are, but that doesn't mean a blanket opposition. Just caution.
Increased spending means increased taxes and being retired on a fixed budget makes one feel we will eventually be squeezed out and forced to move
Island Trust should focus on their core mandate and not seek to expand as this is a natural process of all administrative organizations that must be kept in check.
It is not at all clear how any new services would benefit residents of Saturna.
Keep costs down.
lack of confidence in the rationale for the expansion of programs/services
More consultation with residents in a more democratic process is needed. An election perhaps where all is in the public discussion space.
Need to keep any tax increases in check with inflation only.
No further services required at this time.
People are are tired of pay more taxes
Property taxes are too high for services received

Comments from participants who chose: • **Maintain existing services and programs at current levels**
significant tax increase last year. Too much increase for 22/23, especially in light of increased property valuesf
Simply can't afford the level of property tax increases as a retiree
Stick to the original mandate!
Taxes are going up at such a rate I will be forced out of my home.
The current mandate is adequate and should not be increased or expanded. Secondly continuing to increase taxes on the justification that property values are increasing is risky because all metrics point to a bubble and if it bursts we'll be left with considerable tax levy that will not be coming down regardless of how low property values fall
The current services are adequate for a retirement and recreational area. The area is not a city and should not have all the services of such since this is not feasable.
The Islands Trust Area has many issues that require funding and support, even if many of these issues are outside the jurisdiction of the Islands Trust.
The Islands Trust should not be expanding it's mandate. We have regional districts, provincial and federal bodies in place already with expertise, policy and process in place to manage areas that the IT proposes to become involved with. The Islands Trust needs to remain focused on their intended role: land planning and permitting services
The organizational and financial capacity of the trust is low and must further develop before any real growth can occur. Treading water is alright
There appear to be a number of plansn being put forward, I feel more time is needed for meaningful consultation
These services are already being handled by people who have expertise in these areas!
Trust areas of responsibility and jurisdiction are are the correct level
We do not need the further expansion of IT. It will lead to more full time employees at IT and further increases taxes to fund the machine. This will only lead to only the super wealthy being a le to afford living here. Enough is enough.
Why not?

Comments from participants who chose: • **Reduce services and programs from current levels**
The Islands Trust should cease all programs, thus cutting costs, for all areas outside of its jurisdiction. Additionally, the Islands Trust should stop trying to expand their jurisdiction and authority over areas not directly within its current jurisdiction. Further, Islands Trust should contract rather than expand, returning to its original purpose as detailed in the Islands Trust Act.
Because Island trust has over stepped their mandate and lost focus of their purpose and fiscal realities
1)The IT is not "preserving and Protecting" 2) The IT is spending 9 million for 70,000+/- citizens. There is minimalcost/benefit to islanders - only the bureacracy
4.88% tax increase on the existing tax base is not desirable or sustainable. A core service review and/or zero based budget is required to bring the budget "ask" of the taxpayers back to reality.
A bloated bureaucracy

Comments from participants who chose: • **Reduce services and programs from current levels**
aa great deal of the money goes to supporting yourself and causing trouble for people on the islands.
actual benefit to Hornby residents does not justify this amount
Administrative overhead is incredibly bloated, champaigne socialists are like pigs at the trough
Against any increase in taxes.
All ready too much
Also reduce taxes, disempower busy captured intrusive regulators
as a full-time resident of 20 years I'm not aware of any benefits from the island trust that warrant increase revenues
as a group I believe you have been over steeping for years
As a home owner I don't want my taxes to go just to pay Trustees to continue poorly governing our Islands.
As a retiree I can I'll afford this proposed tax increase combined with a 71% assessment i
B/c I don't see any evidence that our current tax rate equates to efficiency or productivity. I've lived here for 5 years and I still don't understand what you do that provincial and federal can't manage. You guys seem to make stuff up just to keep your jobs.
Because Bowen pays way to high % of the total income
Because I do not believe that Islands Trust should govern me.
Because IT has been continuosly expanding the budget to fund initiatives that are outside of their mandate!
Because the cost is outmatching your output.
Because the islands trust already has too much power and delves into areas in which they have no jurisdiction
Because the islands trust needs to be dismantled.
Because the islands trust oversteps its mandate already
Because you folks are going overboard on things that are not your responsibility and I am tired of being on the hook to feed your ambitions.
Because you're just another bloated government institution with its nose in the money trough
Been Island residents get very little value for the significant annul fee we pay the Islands Trust.
BOWEN IS HAS ITS OWN PLANNING AND SERVICES
Bowen Island costs should be significantly reduced - no need for same level of support/services as other islands that are not supported by a municipality.
Bowen Island has its own Municipal Operations.
Bowen Island no longer needs to be part of the Islands Trust
Budget is out of control and must be reduced
Budget is too high for - IT should pare back workscope to essentials.
Budget is too high. It has not been sustainable. Reduce budget please.
Budget seems heavy on wages, low on services. I am it aware of much service Islanders are getting for the expenditures
Cannot afford higher taxes
cannot afford higher taxes
Cannot keep raising taxes with little or no return

Comments from participants who chose: • **Reduce services and programs from current levels**
Can't afford the IT - another level of bloated bureaucracy.
Costs are rising much faster than inflation …and new areas are being contemplated that are beyond the scope of land use
Costs are too high and don't support community infrastructure only land use
Covid, loss of businesses and workers due to unaffordability; Trust has to give up something, too.
Cut back on all the studies and consultants and get down to the peoples level
Desire that the Trust Stays with its mandate.
Distant, redundant, expensive. Governance like that needs reining in
Don't feel Bowen Island needs to be a part of the IslandsTrust
Don't want more spending
Every island in the trust areas have their own OCPs in place you're not giving choices and freedom anymore that's why we live here
Excessive taxes
Expenses tend to be increased substantially over the last few years.
Frugal nature
Given the current economic environment and pandemic, it's time for Islands Trust to tighten it's belt. No tax increases in 2022. IT doesn't provide any tangible services to the area aside from planning. Do we really need so many planners? The budget has grown out of proportion to the size of the region and inflation. Quit burdoning property owners with the task of preserving and protecting the region beyond our benefit. If all British Columbians are to benefit from the trust, then all British Columbians should pay their fair share. Until that time, listens to those of us paying the bills.
I agree with the trust's critics that it's plans to expand its services are unnecessary and beyond its capability to perform properly
I believe Islands Trust are a duplication of services
I believe the Island's Trust is trying to expand into areas they are not originally mandated for such as marine management, endangered species, climate change and housing. Like many publicly funded bodies, the temptation is to become top heavy with new positions that are already handled by other provincial and federal departments. It appears that the Island's Trust is creating these new positions to take more money from the inhabitants of the Islands in the Trust. The property taxes have already increased by 35% which is causing a lot of stress on property owners. Coupled with less revenue and loss of jobs since the pandemic I am shocked at the callous and greedy motives of the Island's Trust.
I believe the trust is working outside its mandate and we aren't getting good return .
I believe the trust should be defunded completely
I do not believe the trust is acting in the best interest of working families or single parents. Policies are harmful to our local economy and favour wealthy seasonal residents with enormous homes.
I do not feel that the islands trust is acting in the best interest of ALL islanders, just a select few.
I do not support new proposed staffing
I don't agree with many of the Trust's current initiatives.
I don't think the money is well spent. Endless reports no action
I donot support the Islands Trust entering into areas beyoud it's Core Mandate.
I don't agree with the direction that the Islands Trust is pursuing nor with the level of communication and engagement of stakeholders.

Comments from participants who chose: • **Reduce services and programs from current levels**
I feel the Trust has lost it's way and is trying to create an identity by significant over reach.
I feel the trust is over reaching and it's original mandate has evolved into too much bureaucratic control
I feel the trust mandate is too broad
I find it difficult to comprehend why only 10% of the budget goes to project and a staggering 80% to cover for salaries
I have seen negative impact of decisions made by islands trust. I don't see it having a useful function
I pay way too much and get way too little
I run my personal household whereby I live within my means. I except my elected officials to ensure the same for the areas they oversee. My overall tax burden is relatively high. My property value increased due to inflation (i.e. I am no better off financially). I expect my elected officials to reduce spending and reduce my property taxes. If services and programs increase due to inflation, the answer is not to raise taxes, but rather reduce services and programs. Live within our means.
I see zero value for the thousands of dollars that Bowen Islanders pay every year.
I think the Islands Trust needs a serious overhaul. I don't see the value it brings anymore.
I'm very concerned with bureaucratic redundancy amongst the IT and our municipality incurring a diversion of taxpayer dollars which are desperately needed on Bowen
I'm tired of my tax dollars being wasted by bureaucrats
In the last five years the Islands Trust has suffered scope creep. The organization is far outside it's mandate and have lost its focus on protecting and preserving. Focus on the right things and you don't need to add more people or more projects.
Increase marine conservation and decrease enforcement of B and B they are at least paying tax ie your salary
Inefficiencies are a huge waste of money. I do not want my tax dollars wasted this way.
Island Trust does not serve residents of the islands.
Island Trust doesn't seem to have the support it used to as it slowly is eroding property owners rights
Island Trust is a inefficient and waste full "government"
Island Trust is a organization that should be dissolved. the over reach of these elitists are a threat to freedom in Canada
Island trust is getting its hands in way too many areas outside of their mandate of land use planning
Island Trust is useless, reduce service
Island trust should go back to its original mandate. It is now becoming another level of government with expenses far surpassing the ability to pay for most trust area taxpayers. We already pay the provincial and federal governments to carry out many of the functions being added to the proposed island Trust agenda. At what point do we say enough "government"?
Island trust unrealistic and focusses too much on environment
Islands Trust activities duplicate those for which the Province and the federal government already have responsibility

Comments from participants who chose: • **Reduce services and programs from current levels**
Islands Trust appears to us to have developed a beaurocratic overreach seeking to expand its staff and "services" regardless of market needs. Look at the expenditures and compare to actual permits issued, as an example. IT cannot be trusted to treat taxpayer dollars with the respect these deserve. Fiscally prudent operations over a period of years may cause us to change this view. [redacted]
Islands Trust has created a bloated bureaucracy & needs to cut back.
Islands Trust is a $10m self perpetuating organization which employs 59 full time personnel and porposes to hire one more part time person. It gets invoved in matters way beyond the simple 'Preserve and protect' remit and needs to REDUCE its activities as it does not represent value for money..
Islands Trust is a bloated organization. Staff levels need to be reduced. Too many trustees and staff. They are straying into areas for which they do not have the jurisdiction and which are already covered provincially.
Islands trust is a waste of money period!
Islands Trust is an atrocity. Staffing needs to be slashed, budgets halved with a new mandate. They are an ineffective level of governance, providing little value to the lands and people they represent.
Islands Trust is exceeding its mandate. It should reduce to focus on core principles, and not keep on adding additional services, and staff.
Islands Trust is far too costly for Bowen Island taxpayers.
Islands trust is morphing into something more than its mandate
Islands Trust is probably trying to do too much. We should focus on priority projects that affect the greatest number of residents.
Islands Trust is trying to use my money to act outside of their mandate.
Islands trust lacks transparency and lacks in accountability to their taxpayer base and their residents
islands trust need to stay focused on its mandate, not overstep into other areas, such as housing, agriculture, forestry. Development is down, there planning services should be reduced accordingly.
Islands Trust original mandate has been fulfilled and as land resources are finite, and in most locals, developed to maximum potential, this program has outlived its usefulness.
Islands Trust services are not needed on Bowen; municipal services suffice
Islands Trust should be supplying Planning Services only not overreaching into other jurisdictions.
Islands Trust should focus on the services set out in it's mandate. There should be no programs or research funded outside of this cause.
Islands Trust spending is out of control
IT administration is way to high and IT wants to hire more to assist with virtual meetings now? In addition slow sown on hiring 3rd party consultants. Trustees know their Islands and should be able to address islanders concerns with community input versus expensive consultants.

Comments from participants who chose: • **Reduce services and programs from current levels**
it appears IT is overstepping its original purpose and attempting to duplicate areas of responsibility already covered by Municpal, Prov. & Fed. departments, far too many High paid individuals making a career out of local politics..very difficult to see what all these people accomplish? Bylaw enforcement is a very sad joke, one very well known executive has broken most of the bylaws..and continues too..blatant/serious bylaw infractions go on forever to the detriment of the entire Island. Nothing seems to improve or change..only higher Budgets etc...certainly a very poor Bang for our Buck. Plse do something meaning and constructive...like shut the entire operation down...you are doing a very very poo job.
It appears that the costs to administer programs is high and increasing. Staff, administrative costs, office expenditures, executive compensation seems high
IT expenditures 0n issues not in their mandate should be curtailed.The Bylaw Enforcement abuse must be curtailed.
IT has become more bureaucratic, creating new rules, raising the cost of building homes. . All the restrictions would be OK if they were effective! Take a drive around Pender N and see the illegal containers, the junk vehicles, the clearcut lots, the plastic shelters and deteriorating trailers. See the oversized docks built and allowed, the helicopter destroying our wildlife habitat. Look at our forests, decimated by a deer population destroying the undergrowth and turning us into a mono-culture of fir trees. The farm properties destroyed by their owners, I could go on! Add to this a 6% budget increase is apalling when one considers the other taxes that are going to be raised in an attempt to bail us out from crazy spending in the last 2 years. Cut the bureacracy! It actually will make little difference.
IT has gone well beyond its mandate, and is overstaffed
IT incredibly inefficient
It interests and those of residents are not aligned. They can not become the go to solution for all island needs. They are not the most appropriate party.
IT is an inefficient and ineffective bureaucracy with one-sided agenda that negatively impacts the community and interferes with a holistic approach to sustaining community
IT is expanding into areas that is not needed, only nice to do or make work. This is positioning the IT to hire yet more staff into an already staff heavy organization that we are paying for. Staff are coming up with projects that reduce our ability to live on the islands and tying our hands to pay yet more money through additional hoops for us to simply survive in our homes. Staff do not live on the islands and do not have the intimate knowledge required to understand the devastating effects that are being implemented without resident votes. My recommendation is to cut staff and programs back to match other jurisdictions and to remove fingers from pots that don't belong to them...I.e. where other govt departments already have programs in place.
IT is extending it's authority to areas not under its purview.
it is getting far too expensive to carry on like this
IT is going far beyond its original mandate & duplicating other government services
IT is moving into areas that they shouldn't like not allowing desalination yet don't deal with the deer that are killing the island.
IT is now overreaching. They are hiring non-locals who do not 'know' the islands. Thus is costing too much, is becoming a bureaucrat machine, is out of touch with the islands, and has moved away from its key mandate - preserve and protect.

Comments from participants who chose: • **Reduce services and programs from current levels**
IT is over staffed and working outside mandate. It is trying to be local govt in liu of incorporation, not their role
IT is taking on responsibilities beyond their mandate and has misinterpreted the preserve and protect mandate causing a lot of time for staff and trustees that could have been saved
IT is working outside of its mandate. If it kept to its mandate programs and staffing could be cut.
IT should be abolished
It would take a lot of time and research to look into all the work that the Trust does so you're asking us the public to be experts in this process. And I don't have the time to be the expert on this entire strategy process and associated costs. So I can only say that the costs seem to be huge in relation to the return on our dollar, at least for Bowen Island.
ITrust is duplicating what other government authorities are responsible for. It is over staffed for the population they say they serve.
I've always said since the formation of the Islands Trust that you couldn't have designed a better way to make the Gulf Islands exclusive to the wealthy. Their excessive and selective regulations have achieved that goal.
Just look at the operating budget for staff and offices! I see no benefit from the Islands Trust.
Keep taxes affordable. We are already over regulated.
Large tax increase for 2022
Less governance required
local planning services are getting too invasive in areas of private property use
Local planning services are too high for the return on investment. The money could be spent actioning some key focused priorities
Major areas of your budget are not within your jurisdiction (such as conservancy)
middle and lower income land owners are being taxed off of their land
Miss management and erosion of property rights
Money is being wasted on "We have money, let's spend it" projects
Money wasted on bureaucracy
Most existing services unneeded
Most of the budget expenditures are outwith the IT's core mandate of land use planning - I don't want my taxes spent on make-work projects totally related to the core mandate. The IT operates more like an ec-NGO than a responsible municipality. Please get back to basics, do somethething useful for our communities rather than external NGOs.
Most of the budget is for overhead.
most of the services are duplicated by Metro Vancouver and Bowen Island staff and council
Most programs in the Advocacy department are beyond the IT's mandate and should be sharply curtailed or eliminated altogether. The IT should be able to function adequately with several fewer planners.
my option is to discontinue the island trust as they have become out of touch with reality
My taxes are already too high for the limited services I receive
My wage went up by 2% this year. The budget should only increase by 2% for the next fiscal year. Reduce services and programs from current levels.

Comments from participants who chose: • **Reduce services and programs from current levels**
Need for fiscal prudence and a better understanding of the value Islands Trust brings vs the cost to provide it.
need to stick to core mandate
No confidence in Islands Trust financial management
No new hires and stay within the mandate.
Non essential services and programs should be eliminated. An independent review should be undertaken to identify non essential services and programs. l
Not aware of any benefits from this repressive level of government
Over 60% is in wages which makes this more of a make a salary "business" anyway
Over reaching themselves
overlapping jurisdiction
Overreaching
Planning dept. is inefficient. Eliminate all LTA projects, they waste time and money. In Particular, the Douglas Fir, housing task force and ganges village task force. Let planners do actual planning work.
Planning function is highly inefficient and excessively focused on unimportant detail. The decision process is much too slow and frequently captured/derailed by selfish NIMBY interests.
planning not done
Please reduce your expenses!!!
Property owners are drowning in ever increasing costs. The Trust is suffering from staff shortages. It is a good time to accept that you do not have the capacity to do all of the wonderful projects you want to do anyway. It would be an appreciated gesture and a nod to reality that a smaller tax increase is the more prudent and realistic choice this year.
Property taxes are too high for the "services". Your spending is out of control.
Property taxes have been skyrocketing for the last 30 years. The Trust is aiming to expand into new areas (ex. housing, climate change, endangered species) that are already handled by federal and provincial levels of government, creating overlap and requiring hiring more staff. Please advocate on these areas, as you have before.
quit grouping us with every other island!
Reduce Island trust overreaching authority
Reduce planning services and money provided for housing applications and development projects and increase funding to the conservancy. The planning positions need to be cut as the Trust must refocus its resources on protecting and preserving the environment and not promoting development and land brokerage.
reduce Strategic Plan projects to those which are within the jurisdiction of the Trust, achievable, and have relevance to the mandate
Reduce trust payments for Bowen island
Remove all services for Bowen Island same as other municipalities.
Retrieve actual priorities from mandate drift.
Ridiculous costs which i have experienced with IT and the red tape for zero ROI
Scope creep and increasing government interference and bureaucracy in a chronic and insidious problem with the Islands Trust

Comments from participants who chose: • **Reduce services and programs from current levels**
Seems high overhead for leases. Remote working share space vs stand alone ie. Galiano building taking up postal area. Multipurpose spaces more economical and “friendly”.
Significant overlap with other levels of government, staff costs should be reduced
Some are not necessary.
Spending and taxe increases adds to inflation which is already out of control.
spending has been outside of core services. Projects outside of the Islands Trust mandate and Vanity projects have no place!
Spending has now been out of control for more than a decade
Spending is OUT OF CONTROL
spending is out of control
Staffing and administrative costs too high. Both should be reduced
Stay out of our business. Island trust does not need to get bigger and do more for us to pay more. Stop making work for yourselves
Stop expanding what the original mandate was for which was to review development and permitting and managing the Trust Conservancy areas.
Stop taking more money out of our pockets. Your u should be concerned with the mandate that you started with, not trying to crate more jobs for yourselves
Stop trying to stick your out of touch nose into things you have no understanding of.
Tax increases are not acceptable
Tax payers cannot afford continued increases
Tax tax tax we can’t afford four levels of govt! Federal, Provincial, CRD AND islands Trust
Taxes are crippling and creating in some areas homelessness
taxes are too high
Taxes are too high
Taxes are way to high for the services we receive
Taxes should not go up EVERY year, and not by more than inflation.
The above choice was made because several programs are overlapping current federal and provincial programs that do not necessarily comply with the Gulf Islands Preserve and Protect mandate
The areas in greatest need of funding are outside the trust jurisdiction.The conservancy, for example, should be run like a charity, independent of the IT itself with no impact on tax payers.
the bureaucracy is building way beyond the mandate !
The bureaucracy is growing at an unsustainable rate and the scope of the Trust's projects is overlapping with other levels of government.
The costs are escalating and there is little accountability.
The current economic climate does not support growth
The current Trustees are exceeding their mandate already.
the developed islands are adequately serviced by 3 levels of government
The existing services and programs have little impact on my community. I don’t see the value
The expansion and staffing levels are out of hand.

Comments from participants who chose: • **Reduce services and programs from current levels**
The expenses are too high, especially for Bowen Island, which does not need another local government competing with the Bowen Island Municipality government.
The focus should be on land use management and not duplicating other government responsibilities
The government is taking away our rights
The intrusion of Islands Trust into resident's lives needs to be reduced
The Island Trust appears to be expanding its efforts into areas already covered by provincial and federal governments
The Island Trust is a wasting our tax dollars
The Island Trust is exceeding it's mandate already and duplicating services the provincial government is tasked with.
The Island Trust should not be duplicating services offered by the Provincial govt
The islands t et is an unnecessary and detrimental government bureaucracy
The Islands Trust has exceeded its mandate and serves with respect not the residents and property owners, who pay the bills, but rather it's own "woke" agenda. There is no progressive issue that the trust feels it should not appropriate.
The Islands Trust has increased its services and programs beyond its mandate. The Islands Trust does not have a mandate to be in charge of water, that is done by another government department. Duplication of work just adds extra layers of work for all, and makes things harder with no visible benefit to the people who live in the IT. It is great that the IT wants to help with environmental protection, but if it is trying to cover something that it is not madated for, then it is likely something covered by another government department.
The Islands Trust has set a trend of exceeding its land-use planning mandate with extraneous advocacy initiatives.
The Islands Trust is a bloated institution that now operates beyond its original mandates. This is a zoning body that now wants to get involved in infrastructure and taxing. On Saturna Island we have an Islands Trustee Paul Brent who is also acting in concert as a 'deputy director' to David Howe, CRD, and [redacted] We need to reduce waste, duplication, and cronyism along with reckless expansionism of the Islands Trust.
The Islands Trust is a zoning body with a special mandate. It is overstepping it's role and has become too costly.
The Islands Trust is a zoning body with a special mandate. It is overstepping it's role and has become too costly.
The Islands Trust is an undemocratic institution at least as far as Salt Spring in concerned. Salt Spring needs real elected local government not one based in Victoria run by a council that Salt Spring is hugely unrepresented in.
The Islands Trust is completley out of control and needs to be stopped.
The Islands Trust is reaching far beyond it's jurisdiction & should stay with its job which is supplying planning services only.
the islands trust is wasting my money
The Islands trust it's too expensive for our little community to support.

Comments from participants who chose: • **Reduce services and programs from current levels**
The Islands Trust needs to pull back from the overreach into areas not within its mandate, as well as eliminate duplication of work that falls under the purview of other levels of government.
The Islands Trust serves no purpose for the Bowen Island Community. They are a redundant legacy that constitutes a cash drain to the residents of Bowen with no benefit.
The Islands Trust should focus on it's land use planing (zoning, rezoning and variances) operating expenses should be covered by applicant (user) fees not the tax payer.
The IT bureaucracy is bloated with little value returned. Need to reduce staff.
The IT increases reflect time & costs spent on research and projects that are outside its jurisdiction.
The IT is a zoning body that does little work, but has an inflated budget, and is not (via Paul Brent Islands Trustee) intruding into 'housing', 'infrastructure improvements', and a bunch of areas for which it was NEVER MANDATED. It's time for this to stop, to reduce budget, and lower our taxes accordingly.
The IT is going beyond its original mandate to "preserve & protect" the unique amenities. Time to cut back expenditures!
The IT is over staffed & trying to get into areas way beyond their mandate.
The process by which "services" are offered is excruitatingly time consuming and expensive with so many consulting/planning redundancies and create work projects. I find them to be extremely slow moving, overpaid, and often duplicating what federal and provincial agencies are already doing.
The proposed budget represents an increase which is not in keeping with the ability of residents to pay of 6.1% and also an increase of 36% over 9 years , plus a budget that uses up the reserves and surpluses while no emphasis is placed on eliminating or reducing programs. A zero based budget proposal would be more responsible.
The proposed spending is just wrong. It's not reasonable to spend that much.
The rate of increase since 2000 is appalling. I don't see value for the money paid to IT either.
The real choice I want is not listed, and this is the closest one. I would like the Trust to reduce red tape and streamline applications. I'd like to see less regulation, less hoops to jump through, and definitely less bylaw enforcement. Especially egregious are the regulations and enforcement which prevent rural property owners from bringing their tools and equipment home to their properties between jobs. There is really no reason bylaw enforcement expenses should be spent on making it harder for regular folks to make a living. Bylaw Enforcement should be completely cut and replaced with a restorative system more fitting for small islands filled with lovely well-meaning and responsible people.
The rezoning process is broken. The Trust now requires large expenditures before Public Hearings. Many of these expenditures historically were required after rezoning. If the Trust had fewer resources they would not be able to make these requests. Expenditures like hiring arborists before PH is misuse of planner's time and applicants money.
The scope of the IT has grown far beyond its initial mandate
The scope of work is not crisp and is based on "business as usual". The work scope needs to taken back to Zero and worked upwards from that. Challenge everything. Assume you have to slash the budegt by 50% and consider the impact. Thats what happens in business. Try it.
The services are not specific to SSI, so not effective
The tax burden is far too high. Get back to ONLY core purpose, and stop duplication in areas that are outside the Trust actual mandate.

Comments from participants who chose: • **Reduce services and programs from current levels**
The Trust admits it's own inefficiency in issuing permits and works at a glacial pace. The Policy Statement indicates taking on areas covered by other ministries and taking local control away from island trustees. I think the Trust should be replaced by our regional district instead.
The Trust budget as presented is meaningless. Compare the Trust budget to the Consumer Price Index and that tells a more accurate story. Or even the change in folios. But without reference, it is both meaningless and misleading.
The Trust budget exceeds that of the planning budgets for many larger municipalities in BC. It is not apparent that any significant value accrues to the SGI for this expenditure.
The Trust continues to suffer from mandate creep and delivers poor value for dollars spent. It is an unneeded level of bureaucracy that delivers nothing.
The Trust does not have competent Trustees to take on the responsibilities they have and certainly not increased responsibilities.
The trust does not practice fiscal responsibility.
The trust has autocratically decided to expand its powers and citizens who are impacted by this should not have to foot the bill.
The Trust is a bloated inefficient bureau.
The trust is already funding unnecessary services.
The Trust is already operating far beyond its mandate.
The Trust is already over reaching
The Trust is asking for a $9.1 million budget. The increase (5%) is to largely to conduct additional studies, hire new staff (e.g., endangered species specialist) and expand their mandate into several new areas (marine management, housing, climate change, endangered species). Most of these regulatory areas are already handled and done well by provincial and federal agencies. The Trust, even with hiring, does not have the knowledge, expertise, experience or resources totake on these roles. Plus these new areas are outside the Trust's core mandate of land planning, development review and permitting, and managing the Trust Conservancy areas. The Trust should not be expanding roles and staff The Islands Trust levy in our taxes has increased from $2.1 MILLION in 1994/95 to $7.1 MILLION last year (2020/21). That is over a 300% increase in 28 years. The proposed increase this year does not include the multiple additional areas the Trust is trying to secure in the new Draft Policy Bylaw, so next year's budget increase will likely be even higher. The Islands Trust only plans and reviews development applications. Other than bylaw enforcement, the Trust is NOT responsible for any physical improvements or maintenance of infrastructure such as roads, bicycle trails, parks, schools, hospitals and medical clinics, paramedics, policing, fire response and the other services that make our community work.
The Trust is heading off on a tangent from it's mandate.
The Trust is out of control.The islands get very little planning services in relation to what we pay in taxes. We would be better off using consultants for planning services as needed.
The Trust is over-reaching into areas that other agencies are already dealing with. I do not support duplicating management roles. Stay in advocacy in areas such as marine management, forest management, endangered species,
The trust is overstepping there boundaries
The Trust is wasting 5 million dollars on overpriced planners that continue to fail to plan for growth

Comments from participants who chose: • **Reduce services and programs from current levels**
The Trust should be land use only
The Trust was significantly more efficient, faster processing when there were fewer staff.
The Trust, even with hiring, does not have the knowledge, expertise, experience or resources to take on these roles. Plus these new areas are outside the Trust's core mandate of land planning, development review and permitting, and managing the Trust Conservancy areas. The Trust should be advocating in these new areas — as directed in their Act — not expanding roles and staffing.
The use of funds due to lack of efficiencies within the IT needs to be addressedd before any additioa programs are added. Reduce redundancies, and hire in community staff.
There are inefficiencies with planning staff. Some of their work on applications duplicates other agencies' mandates. In areas of potential duplication with other authorities, IT staff should redirect focus to areas within the IT mandate.
There are too many 'pet projects' in LTC's. They frequently involve areas beyond the IT mandate which generally fall into the jurisdiction of other levels of government, Regional, provincial or federal.
There is a lot of deadwood programs being funded that should be eliminated
There is too much interference already
There is too much over lap in the levels of government. The Island Trust is duplicating efforts that should be provincial or federal.
There is way too much sitting around generating documents that are of little to no value within the Trust. This isn't my opinion, but rather comes straight from a Trust employee whom I know.
These people are out of control and need to be reined in.
This is a lot of waste in the existing services that should be identified and reduced
Time to cut spending at all levels of government,Trust, CRD, Provincial and federal!
To arrive at value for dollars spent.
To be honest, the Budget History and Strategic plans got my back up. I feel the Islands Trust, in charge of an area with 25,000 inhabitants and much land already in national park and other reserves, has an unnecessarily high budget. I feel that the writers of the Plan are unfamiliar with the Gulf Islands and the people who inhabit them, and display some arrogance in their presentations. Perhaps more listening, and a more balanced, nuanced plan would be better received, by me at least.
To counter the Islands Trust (staff & elected members) apparent desire to increase the scope of their mandate in the proposed Long Term Planning Document.
to many staff. Trustees need to cut back on what they ask staff to do.
to reduce the burden to the taxpayers
too many increases
Too much advocacy, please stick to the core mandate of Land Use Planning
Too much bureacracy to get housing options moving
Too much bureaucracy and control.
too much bureaucracy and excessive staffing
Too much government, too too heavy, too expensive, too hard to live in my home for working class.
Too much local government spending
too much resources spent on ridiculous bylaws
Too much spending.

Comments from participants who chose: • **Reduce services and programs from current levels**
Too much top-heavy expenses.
Too much waste, consulting fees and pet projects
Trust is not adhering to Mandate or operating efficiently
Trust is over-stepping its mandate and inefficient
Trust is totally out of control
Trust should limit itself to land use. Let other government agencies do their jobs. Get out of the building permit file, etc.
Undertaking areas not under the authority of IT and not with an adequate amount of expertise
Unnecessary overspending
Until zero based budgeting is adopted I don't see why you would approve an increased budget
Wasteful administration
WE are already paying too much. Minus at least 10%
We are currently wildly over regulated. I do not support tax increases that increase the bureaucracy and make it harder for individual responsible citizens to enjoy their land
We are over-governed. We need fewer services from the Trust and increased spending on our crumbling infrastructure.
We are very tired and concerned about the total lack of efficiency with the Trust
we cannot afford a large tax increase - especially as we get almost nothing for it. No water, no sewer, etc.
We cannot afford islands Trust anymore. When we moved here only 13 years ago the Islands Trust cost was 50 percent less than it is now on an inflation adjusted basis. You need to learn to do less for less. We recommend a one time reduction in budget of 12 percent and then hold to inflation for next five years. Stop hiring so many new staff. We have had to tighten our budgets over the past two years. Islands Trust should do the same. Lead by example.
we don't need extra people hired and a salary increase
we only need our roads, fire/ambulance and health services maintained, I do not need a tax increase for nothing in return which is all i see here. Leave our Saturna as it is where most of us are happy with what we have here now.
We receive no services now so why should we pay more?
We would all like to see the Islands Trust go away completely
When $57+out of every $93 goes to wages rather than maintenance/capitol project were management heavy! Time to lean it out and get to work!
Why introduce services and programs that are already done by other government agencies it seems you are over stepping your boundaries
With more society support for land use,and programs from other levels of govt...Trust is becoming less relevant
You are operating way beyond the bounds of your mandate

Comments from participants who chose: • **Reduce services and programs from current levels**
You are recommending doing things that are advocacy and not services you are having huge overreach and ignoring prior surveys where we have said this. A bunch of your plans are not needed Douglas fir protection not needed , more planners than needed to a of advocacy that is beyond the mandate. A conservancy should be a non profit not funded by out tax dollars. Cut neck on mapping abs environmental studies,show fiscal responsibility, our small island can act responsibly re environmental issues but you are way overreaching out local mandate and providing is the most expensive land use services ever.
You are single-handedly turning our islands into a playground for the rich.
You are totally overstaffed and out of control
you don't add anything to oue existing Muni Council's hard efforts & are double taxing our community, & we're not getting anything from all the money we are currently send you every year !!
you have been adding and adding and this is enough - you are working far beyond your mandate
You have gone too far.
You only spend 10% of your budget on end programs....90% is compensation, buildings, and equipment.
You spend too much money, that isn't yours, to do studies & then we wait & we wait.
Your costs are rising at 3.5%/year for the last 9 years, well above inflation. Find some savings.
Your scope needs to be refocused.

Local Planning Services

In the Islands Trust Area, the focus of all land use planning is the preservation of the environment, cultural heritage, and community sustainability. Land use planning activities include:

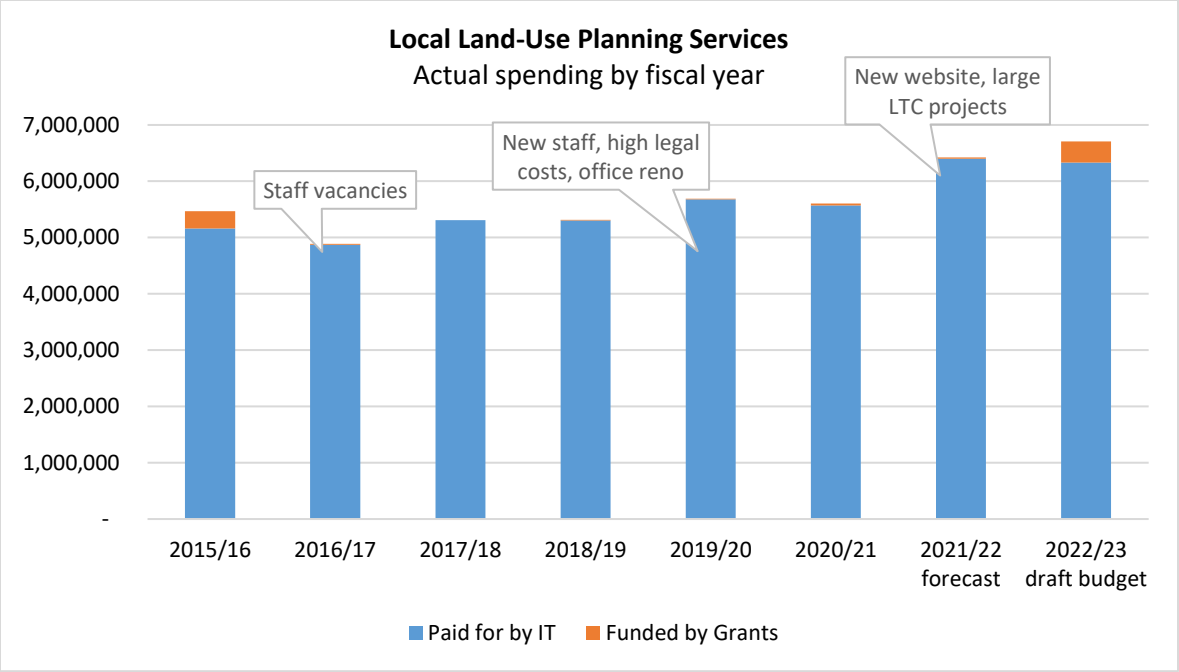
- Proactive land use planning (maintain and update 20 official community plans and 20 land use bylaws)
- Application processing (e.g. property rezonings, development permits, public hearings about proposed bylaws)
- Local trust committee meetings
- Community information meetings (e.g. land use planning issues, freshwater protection issues and options, climate change)
- Bylaw compliance and enforcement

In addition to routine regional operations, Trust Council plans to fund the following local trust committee projects for 2022/23:

- Hornby Island LTA: Official Community Plan Amendment Update - $15,000
- Gambier Island LTA: Official Community Plan Amendment Update - $17,000
- Denman Island LTA: Official Community Plan/ Land Use Bylaws Housing Review - $13,500
- Salt Spring Island LTA: Protection Coastal Douglas-fir Zone and Assoc. Ecosystems Protection Project - $3,200
- Salt Spring Island LTA: Ganges Village Project (phase 2) - $51,000
- Salt Spring Island LTA: Housing Action Program (phase 2) - $25,000
- Other local trust committee projects (to be allocated during the year) - $26,000

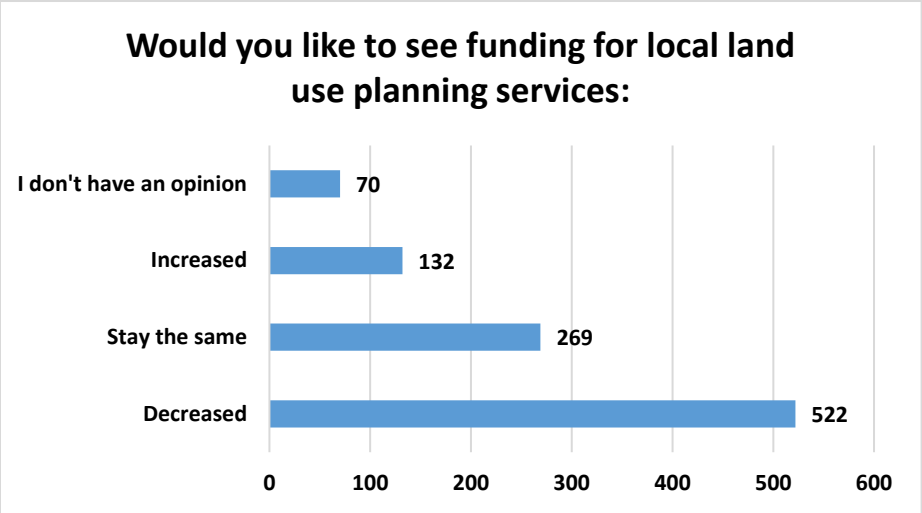
Trust Council also plans to fund the following operational project as a 100% grant-funded project:

- Development application processing improvement project - $367,000



Question 4: Would you like to see funding for local land use planning services increased, decreased or stay the same?

- 993 participants (79%) of 1,256 who participated in the survey completed question 4 (This question was not available to respondents who indicated they felt most connected to Bowen Island).



Regional Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. These include:

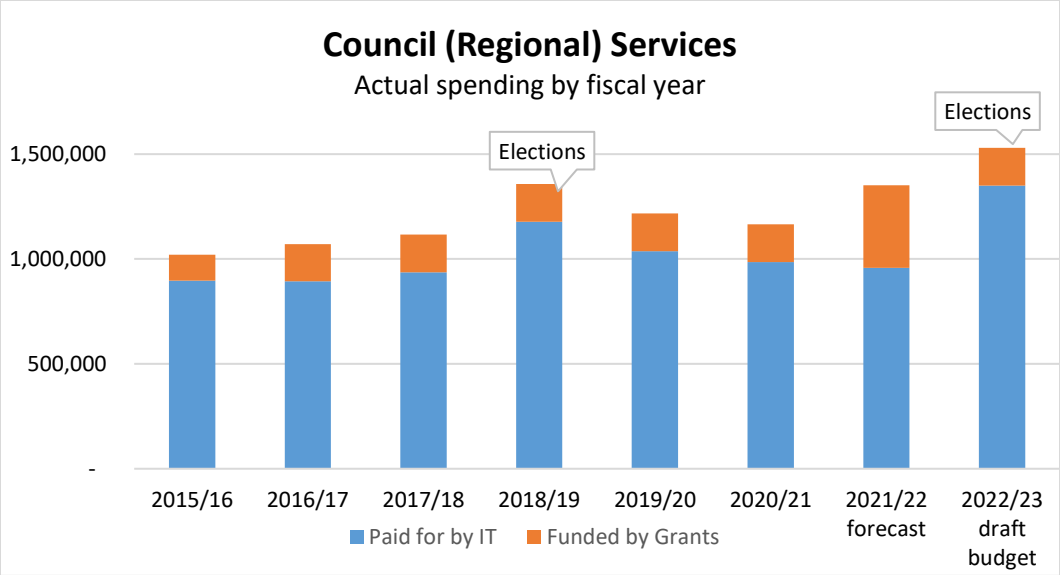
- Communications (e.g. website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- Legislative services (e.g. Freedom of Information requests)
- Advocacy (e.g. lobbying about topics such as marine shipping safety, climate action)
- Public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- Islands Trust Council meetings and Council committee meetings

In addition to routine regional operations, Trust Council plans to fund the following Strategic Plan projects in 2022/23:

- Reconciliation Action Plan - $ 17,000
- Policy Statement Amendment (Islands 2050) - $5,000
- Website Improvements - $15,000
- Model Bylaws (Affordable Housing) - $10,000
- Freshwater Strategy Communications - $6,000
- Groundwater Sustainability Science Program - $50,000
- Heritage Preservation Overlay & Model Bylaws (phase 2) - $74,000
- Climate Change Indicators - $25,000
- Stewardship Education Program - $17,500
- Secretariat Services - $15,000

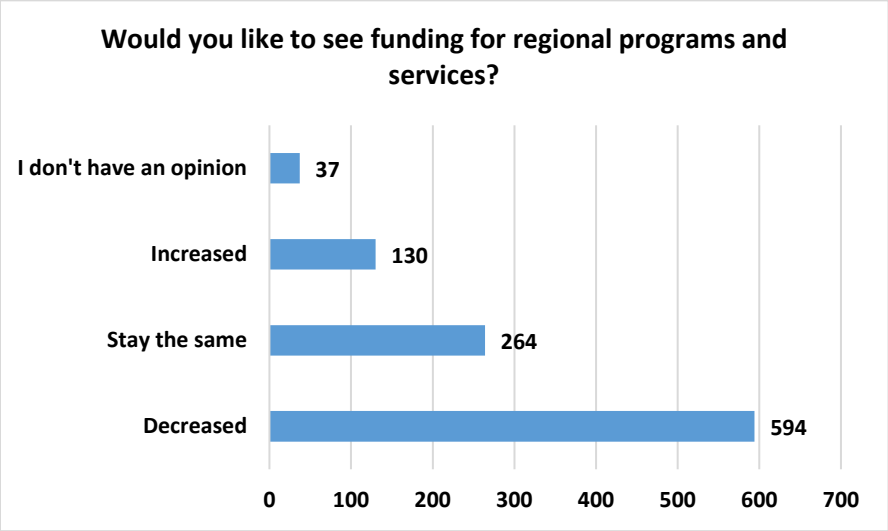
Trust Council also plans to fund the following operational project:

- Electronic Document Management improvement - $6,500



Question 5: Would you like to see funding for regional programs and services increased, decreased or stay the same?

- 1,025 participants (81.6%) of 1,256 who participated in the survey completed question **5**

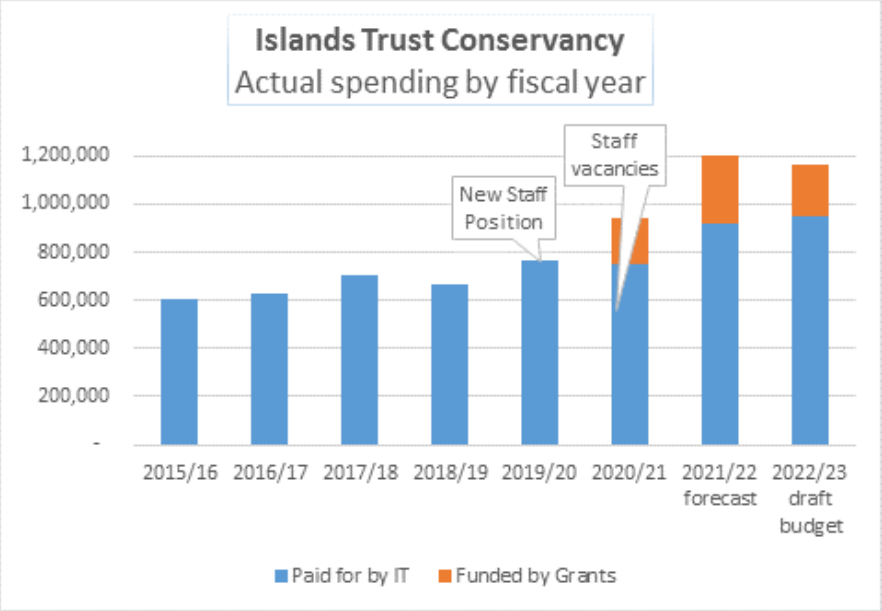


Islands Trust Conservancy

Ecosystems of the Islands Trust Area are among the most at risk in Canada and contain some of the highest levels of biodiversity in British Columbia. Islands Trust Conservancy (ITC) protects natural landscapes (1,364 hectares) across the region within 32 nature reserves and 79 conservation covenants.

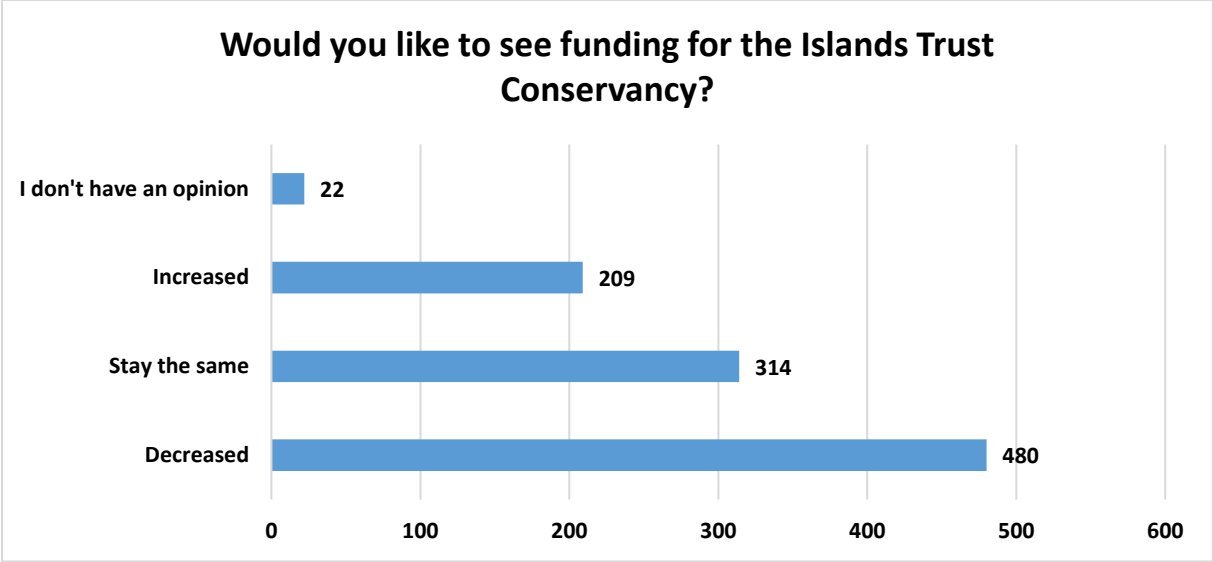
Islands Trust Conservancy encourages land conservation through innovative programs that promote conservation covenants (voluntary agreements registered on a land title that protect natural features), establishment of nature reserves and other voluntary conservation initiatives. ITC's administration costs, including the costs of managing the 111 protected areas, are paid for through the Islands Trust budget.

Land purchases and covenants are generously funded through donations and grants. As of July 1st, 2021, ITC nature reserves had a combined BC Assessment Value of over $31 million. In 2022-23, Islands Trust Conservancy will also receive $213,500 in external funding for a Species at Risk Program through Environment and Climate Change Canada which is part of a three-year grant totalling $643,000. With more than 350 listed species at risk, and 72 ecosystems at risk in the Islands Trust region, the Islands Trust Conservancy has a strategic and focused program to help ensure their recovery.



Question 6: Would you like to see funding for the Islands Trust Conservancy in increased, decreased or stay the same?

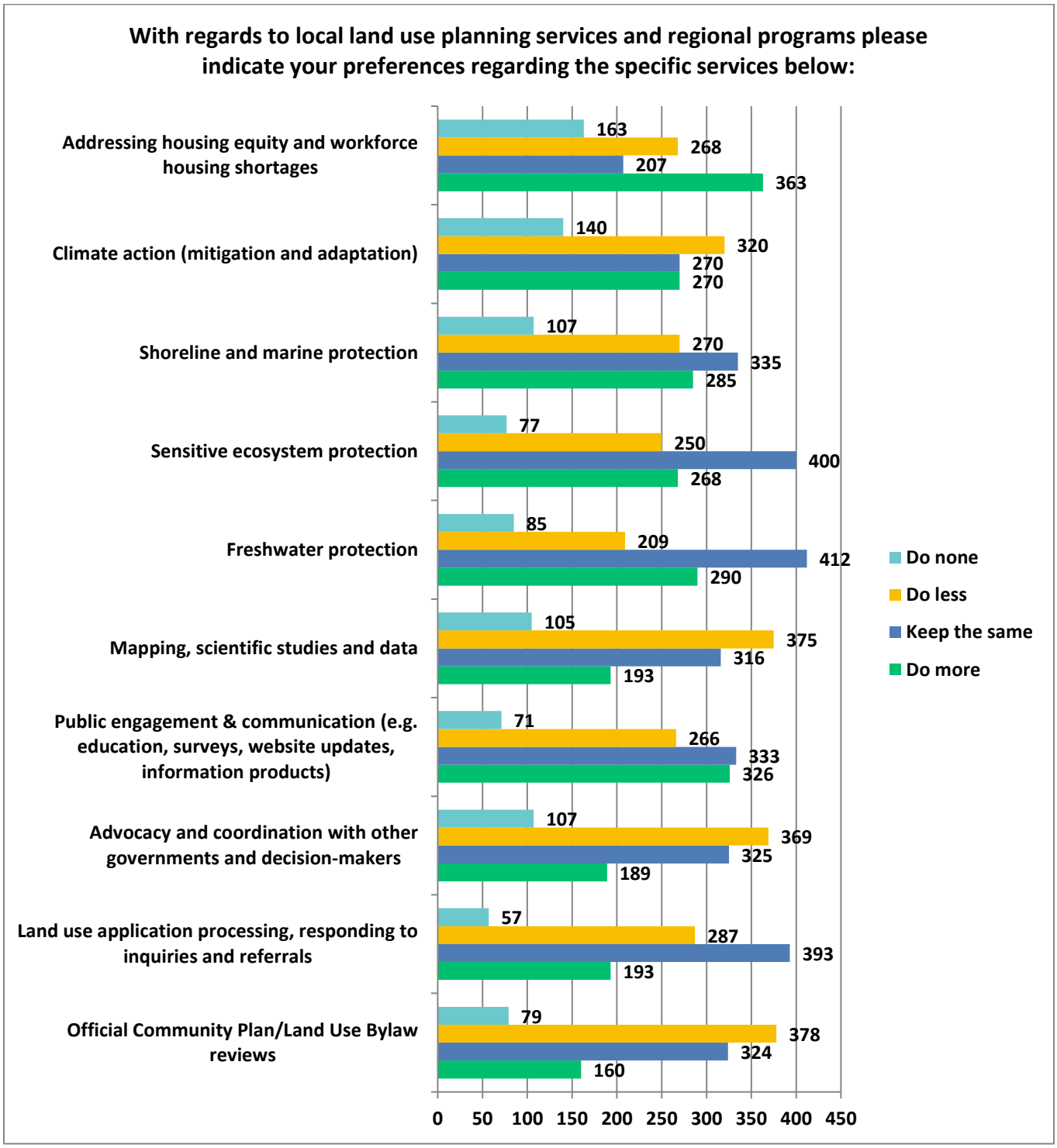
- 1,025 participants (81.6%) of 1,256 who participated in the survey completed question 6


Would you like to see funding for the Islands Trust Conservancy?
I don't have an opinion
22
Increased
209
Stay the same
314
Decreased
480
0
100
200
300
400
500
600

Local Planning Services/Regional Programs – Specific Services

Question 7: With regards to local land use planning services and regional programs please indicate your preferences regarding specific services.

- 1,010 participants (80%) of 1,256 who participated in the survey completed question 7

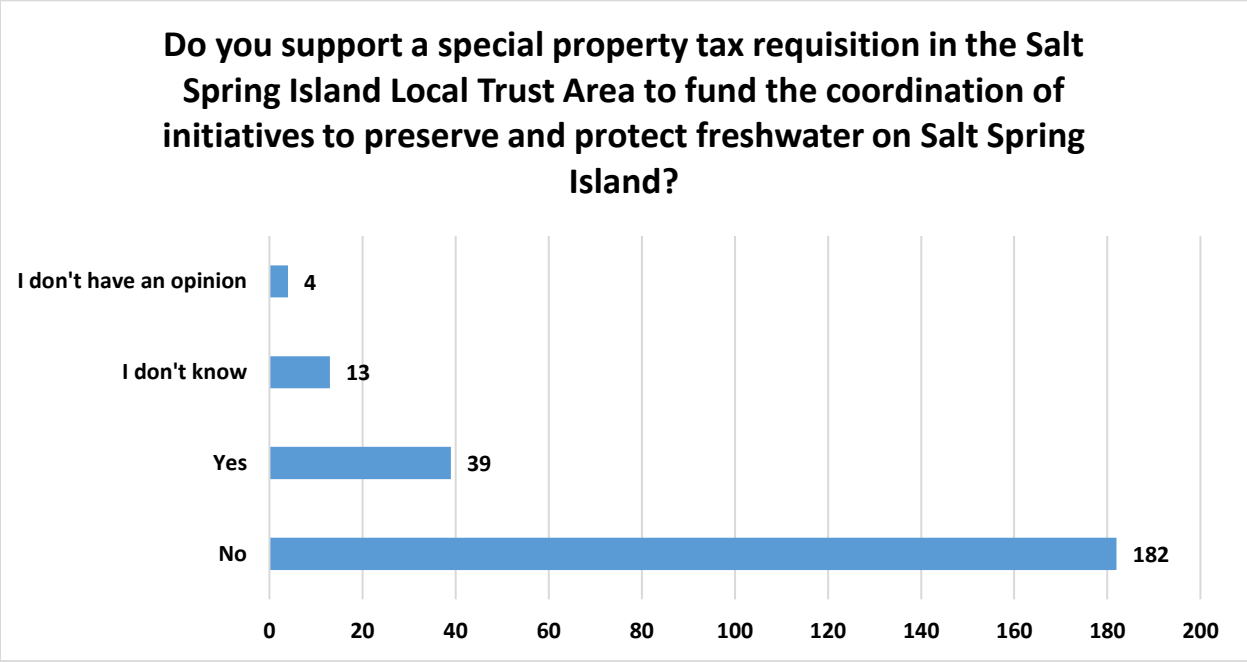


Salt Spring Island Special Tax Levy (This section only appeared when responded indicated connection to Salt Spring Island Local Trust Area).

A special property tax levy is a way for the Islands Trust to fund a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.
This special tax can be used when a local trust committee wishes to undertake a large project with local significance or to take on additional operations. Since 2014, Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, Salt Spring Island Watershed Protection Alliance to coordinate work related to the preservation and protection of freshwater resources on Salt Spring Island. Backgrounder.

Question 8: Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

- 238 participants (18.9%) of 1,256 who participated in the survey completed question 8 (Note: Participants who chose 'Salt Spring Island LTA' for Q2 only saw this question.)



The following tables show the comments from 73 participants who explained their choices to question 8.

Comments from participants who chose: • **Yes**
Dependent on well articulated and specific programs and outcomes

Comments from participants who chose: • **Yes**
There is some good work done with the funding, but it needs to be focused on a few key areas that result in tangible results.
Protect ecological precious places
There are many artisien wells in certain areas that are just left to overflo these need to be capped on all existing and future wells
I support the goals of the this initiative but am concerned about the possibility of cost inflations
Yes, as long as the objectives and performance indicators are being met.
important work thus far
yes but DO SOMETHING NOT JUST TALK
More coordination of initiatives to preserve and protect freshwater on Salt Spring Island
increase watershed protection
water is important
Small watersheds...look for new areas for collection sources
need to increase initiatives to preserve and protect freshwater
Yes ONLY IF this is done in conjunction with bylaw reform to require footprint-reducing construction practices like rainwater recapture, greywater reclaimation irrigation systems, and permiculture-focussed landscaping design.
Need more funding to freshwater and Watershed Protection
Leave our wells alone.

Comments from participants who chose: • **No**
You do not have jurisdiction in this area. There are multiple other government bodies whose jurisdiction it is.
This is not something that is in the purview of the trust. There are at least 3 other governing bodies at work here, let's not add another, it is already difficult dealing with the exisiting bodies.
Not your jurisdiction.
let's preserve and protect the people
Absolutely NOT through the SSI Watershed Protection Alliance. We have plenty of water and it is not being distributed correctly. Why fund this group? Get the NSSWD to pull their heads out of the sand.
Given that the Draft New Policy Statement plans to ban desalination this initiative is a waste of time and will not look for real, practical and environmentally benign solutions.
Stop taxing reduce your spending allow business to create revenue so the burden of taxation is transferred from homeowners to business .Right now you have blocked millions of dollars of business that is on hold and potentially more .millions of revenue that would pay for having clean water, safe communities and so many needed services. Instead your policies and the Government policies have created DEBT.
If we were a municipality we could get funding for this!
I don’t trust this agency to act in best interests of local economic sustainability

Comments from participants who chose: • **No**
The easiest and most straightforward way to preserve and protect is to limit development on Salt Spring Island. We are at the limit of fresh water availability for the needs of the existing population and cannot accommodate any population growth without huge expense to build the needed infrastructure.
Local property owners are very conscientious, Let them take ownership.
A broader approach should be taken to solving the problem of freshwater including rainwater harvesting, sharing wells, desalination etc. Just protecting freshwater springs is a limiting focus
There is lots of water, SSI needs to focus on storage solutions
we won't benefit, same as the Ganges sewer and Fernwood dock we pay for but don't benefit from
our fresh water is already protected and more keeps falling from the sky (we live in a rainforest)
I do not have confidence in the capacity of the trust or level of expertise in balancing conservation with the reality of our community needs.
The mandate is very vague, I worry the money will end up disappearing with nothing to show for it
This is a ridiculous waste of taxpayer funds.
Need more transparency…too late
So far the Trust has done a very poor job of managing the plentiful amount of fresh water Saltspring has and I don’t believe it’s because of lack of funding I believe it’s just poor management so I don’t want my property taxes to go up to feed more poor management.
Property Taxes are not a free meal for Governments anywhere, Properties are a homeowner's savings plan for the final investment for many of retirement savings not the dipping fund for Multiple Governments going to the same pot over and over again, leaving the homeowner struggling to make ends meet when the taxes take up valuable retirement funds.
This is already under provincial jurisdiction so is uneccessary
Stop taking more money from the people and making more hurdles
This "coordinating-only" initiative has cost Salt Spring taxpayers a ridiculous amount of money for the value gained.
I do not encourage the Islands Trust's inclination to create and pursue endless bureaucratic studies that can never result in a measurable solution
There are more effective government agencies to tackle such isdues
This item can be funded within the existing budget by establishing the budget with a zero based approach and eliminating programs of an equal amount needed. The focos on this budget is to keep the existing programs and services and to ass more. This approach is not in keeping with the ability of the residents to pay.
Well users should not have to pay for services they don't use.
We have atleast a doen agencies already involved ,not in the IT mandate so stay out of the business of others
My experience with individuals working on behalf of the organization is that they do not understand watershed management.
IT has done a poor job and I dont expect it will improve
Watersheds are already protected by provincial regulations.
What is being done now isn't working. More of the same = no change which is not acceptable
Provincial jurisdiction

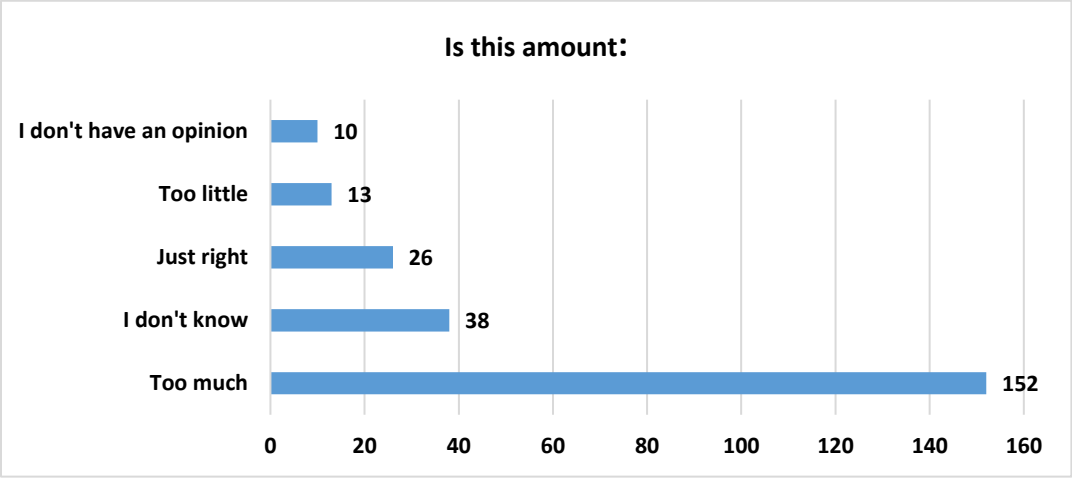
Comments from participants who chose: • **No**
Preserve and protect inconsistent with additional supply
Island Trust is already too intrusive on property owner rights and should never be given control over water rights
Giving more money to any government agency (especially yours) is a 100% waste. You're no different than any other type of government. You aren't accountable enough to anyone; therefore, you waste resources and create more "need" for more studies and personnel.
it would only be a “money grab “ to empire build
Stop wasting money
Prop tax increased 47% for 2022, along with water & fire & ins increase. Getting taxed out of retirement home
Water boards and the province should be responsible for this
IT not qualified
You spend too much money as it is & do nothing for it.
I find it difficult to comment without any discussion of mechanisms to ensure value for money spent. It seems there is a lot of studying, inventorying,etc without any real change or progress being made.
If this were an intitiative that appears to create results that didn't impact private landowners' rights, I would be more willing to support it. I see no evidence of this.
This program has accomplished little and would be better coordinated by CRD because they can actually do projects, not just coordinate.
Landowners already pay more thanntheir fair share through regular property taxes
You take enough of our hard-earned money.
There are already other government bodies in place to preserve/protect our countries oceans and fisheries.
Lots can't afford this after 2 years of covid
Water or Riparian issues are provincial.
Stop wasting money
There is an abundance of fresh water, on SSI, it comes from the sky, there should be an initiative for rainwater capture.

Comments from participants who chose: • **I don’t know**
Would prefer these funds be used for studies to help guide policy - not a panel
What are the details of the proposed initiatives? Will they include addressing the need to prioritize water resources for workforce housing not single family luxury homes?

Question 9: Is $75,000 to to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island too much, too little or just right?

- 239 participants (19%) of 1,256 who participated in the survey completed question 9
  (Note: Participants who chose 'Salt Spring Island LTA' for Q2 only saw this question.)

The special property tax requisition is proposed to be $75,500 to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island.



The following tables show the comments from 61 participants who explained their choices to question 9.

Comments from participants who chose: • **Too much**
Again, you do not have jurisdiction in this area and there are other government bodies that do.
The same as above, this is not within the jurisdiction of the trust, and there are already multiple other governing bodies engaged in this.
Not your jurisdiction.
This is a Provincial ministry jurisdiction to many over lapping layers of government sets up conditions for inefficiency and waste
we need better water use strategies not protection of watersheds
Remove it. All of it. We have far greater problems that need funding than that.
See response to #8 above. Until and unless the Islands Trust can take its blinders off, the outcome of this study is already baked in. If the past is a guide, the Islands Trust will pursue a narrow viewpoint and only consider evidence that will conclude we are using too much water independent of the true nature of the situation and practical alternatives. Meanwhile, even a cursory overview of North Salt Spring Waterworks reports indicates that Lake Maxwell, for one, is grossly underutilized.
Not enough information

Comments from participants who chose: • **Too much**
No more tax increases to fund the services you should be supplying. Work on the revenue getting from a major shift in your policies
Again if we were a municiplity we could get funding for this!
See above
Island Trust seems to make rules that hinder local owners from working to preserve water at their own homes. Leave locals alone.
our watersheds are already protected
Mandate is too vague
This special property tax requisition should be $0
It is not necessary to add yet more property tax monies to fund the protection of a resource already receiving more than adequate funding from other government departments
Not necessary. Operating outside of mandate
I support the program but do not see need for additional property tax requisition
make this work with what you have - no more property tax.
Ouit of jurisdiction, this is duplication
The last time they tried to do this they wanted to put protection on a mud puddle on properties.
Of course, ngo's that are all probably far left leaning and sold entirely on collectivism -- defund them for non partisan solutions to non partisan problems
Way too much. The citizen engagement ia nothing more than disguised direct support for advocacy groups
Money needs to be spent on housing or roads , not on this!
endless work on paper with no results
Landowners are already protecting watersheds and water supplies.
Way too much!!! Lower that by 68,000
Water use controls are holding development hostage - fix the water storage issues!
Read previous comment
Needing a "special tax" is govt speak for "we wasted what we already took from you and now we need more."
Stick to core mandates do not expand.
No need
Reduce
See answer to #8 - no special requisition!
want good water and evironment, but can no longer live in my retirement (last) home if taxes keep rising in every direction
This is not to be funded by tax dollars
The province and water boards should be doing this
No more money for you
What is actually being done? I don't see any action, only spending of money to plan and plan a "framework and strategy" while nothing is done other than NSSWWD is still continuing to bully the island with their moratorium.
Always a plan or framework ,always expensive ,always paid for

Comments from participants who chose: • **Too much**
This project should be funded by CRD not the Islands Trust because CRD can use the money for useful projects, not just coordination.
The budget is fat enough to get this done if you would trim the excess planners, etc that are very overstaffed.
The trust is land use planning...all of these initiatives are outside that scope. Get back in your lane and stay there.
overlapping with provincial governance for watershed management.

Comments from participants who chose: • **Too little**
As climate change proceeds freshwater resources will become more and more scarce and difficult to supply to the existing population.
Other regional districts have $100,000s a year
should be higher for science and monitoring and research
need to EXPAND not just preserve water supplies for ALL residents. END THE MORATORIUM in NSWWD
more coordination of initiatives to preserve and protect freshwater on Salt Spring Island
funding on the level of other watershed protection programs are needed
Need more funding for freshwater
This amount only supports coordination, more funding is needed to do monitoring, science, and other projects

Comments from participants who chose: • **Just right**
Why was there no framework/strategy developed in 2021/22? When will the framework/strategy be ready in 2022/23?

Comments from participants who chose: • **I don't know**
Not enough information for informed opinion
Would prefer to see these kinds of projects if they are seen as a priority be funded from within the regular budget
If you have to...
give me more specifics what this will pay for exactly
See previous comment. Don't just add on without a review of all services and programs.
Would prefer these funds be used for studies to help guide policy - not a panel
Is this SSSIWPA? Please be clear and provide details and report out on how well that initiative has worked so far. It's impossible to give useful input based on two sentences.

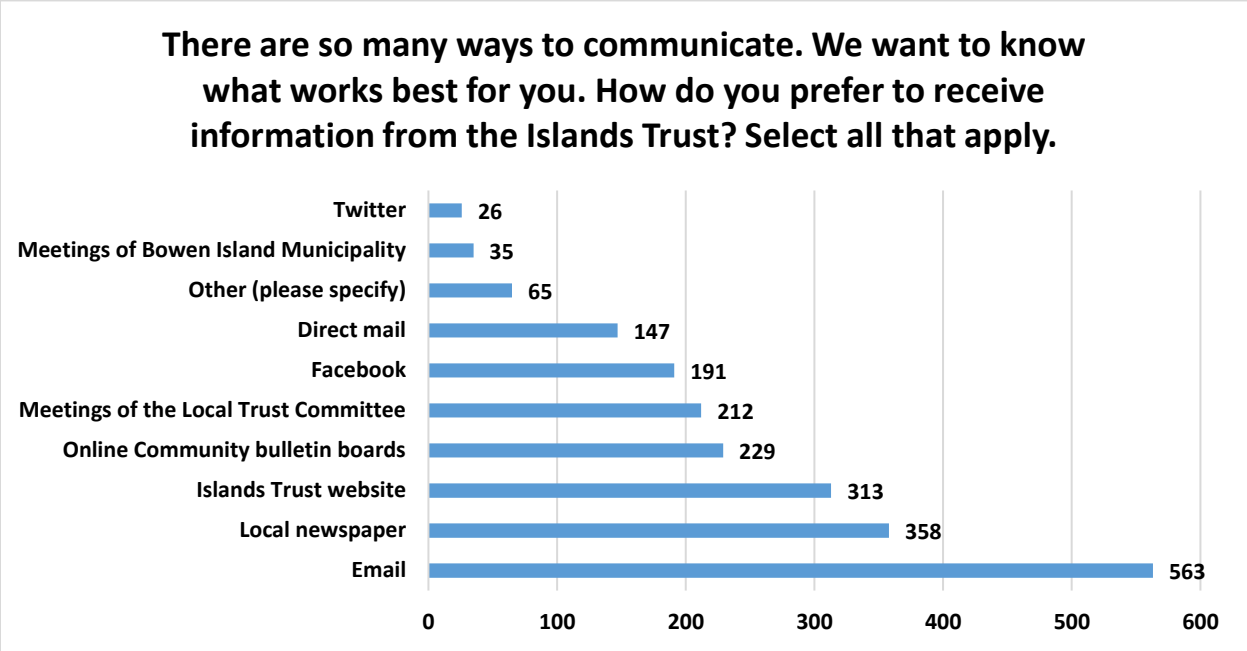
Comments from participants who chose: • **I don't know**
How can the average tax payer pissibly evaluate this. A classic example of useless bureaucracy to my mind to even ask such a question

Tell Us More

There are so many ways to communicate. We want to know what works best for you.

***Question 10: How do you prefer to receive information from the Islands Trust?**

- 979 participants (77.9%) of 1,256 who participated in the survey completed question 10



The following tables show the comments from 65 participants who indicated communication preferences.

Comments from participants who provided other options:
Does it matter? Has the IT done anything worthwhile in the last 10 yrs? That would not have been done by other, preexisting layers of government or volunteer organizations?? A huge amount of Feather Bedding..just ask any of them...they will tell you how hoid they ate and how much they have accomplished
Ideally I don't hear from the so called "trust"
A summary of intended actions to be available
the IT shouldn't be involved with Bowen Isl, as we are a Muni, & you've done nothing for us that counts ! It's time for you to fold your tents & leave us alone Thanks very much !!
i'll go looking for it
Actually meet and talk to people/no gov by facebook
please stop wasting your time and energy trying to control others
radio
Simplify to one page summaries & email. This is too much information.

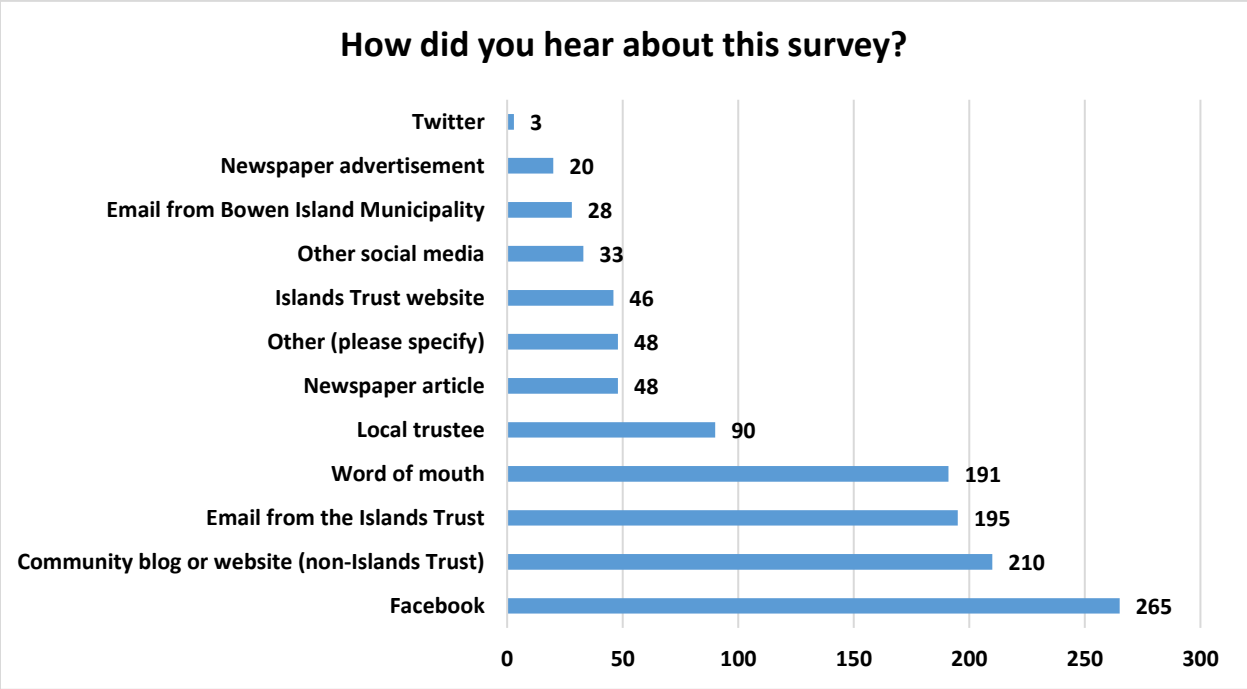
Comments from participants who provided other options:
Minutes that are succinct! The detail in your agenda addendums and minutes are beyond the pale. Have something user friendly so that people can actually spend the time to read them. What you have now could be seen to be a device to keep people uninformed as they don't have time to read it all. How about an Executive Summary? Others do it. Why not the trust?
face to face local meetings with other islands trustees attending
Keep all Islands Trust meetings online including Council.
We bo not need islands trust on Bowen. We voted for municipal status to get rid of the trust. Please leave us alone
Need regional FOCUS survey. People have difficulty reviewing theses facts, figures, grafts for all island regions!! Individualize surveys applicable to peoples interest.
Physical community bulletin boards
Ask residents if they even want your extra layer of bureaucracy still, most don't. Just disband already, let everybody run their own island.
none
Communications needs improvement. It is hard to communicate and people are not motivated to listen until they think they are personally affected. figure it out and do better!
No more Islands Trust make it a department within CRD
Word of mouth
Abolish the Trust
the new website is terrible. Bring back the old one.
The Trust must take into consideration that the local paper reaches ONLY 16% circulation, not all of which are on Salt Spring (my jurisdiction). USELESS since nobody reads it. Direct mail or Email. A large portion of residents do NOT use Facebook or Twitter or go to meetings.
Plain _text_ email (no html, a privacy and security hazard
espokes. Thetis island daily email
The new web site is useless - to hard to navigate and find information.
eSpokes
Zoom all meeting. Save us the needless travel expenses.
How about holding meetings at times when working people can attend I stead of catering to retirees? Terrible
You need to clarify your trust meeting agendas. With all the paperwork in the package, it takes hours just to determine what will be discussed. Can someone create a plain english summary?
Note: The new IT website is terrible. The old website was great because it was logically laid out and one could easily find minutes and reports going back several years. The new website is a poor replacement.
Zoom meeting
Discontinue using Facebook
I find the website very unhelpful and prefer the old version
Whatever you do - more transparency is needed. It has taken a very hot fire/yelling and unhappy residents to get you to this point.
Open town halls on a topic, vs restrictions of LTC meetings

Comments from participants who provided other options:
Forget social media
Community facebook page
Don't care
Regular reporting from our area trustee(s)
The Islands Trust community groups on facebook seem misleading and are not a representation of the residents that want the Islands Trust to continue to preserve and protect the islands
3 times a year community metings.
be sure everyone has access-not only online
By "Local Newspaper" I mean island publications: Islands Grapevine and Flagstone
The trust has out lived it's mandated
Town Halls every third month in person with Trustees and Trust Staff
ACTUALLY meet with residents in TownHall meetings, give opportunity to all residents to PERSONALLY attend a meeting. Most seniors DO NOT ZOOMM, or attend video meetings. More personal contact within the community; not just 'SCRIPT' your personal opinions to be posted in the local bulletin.
Town halls
Thetis Island eSpokes email service
Meetings available to all through zoom
The Islands Trust website is abysmal to navigate. Local Newspapers have poor and declining readership. Direct Mail gets to the resident and non resident property owners.
webinars and/or zoom meetings
Virtual meetings Dominic not onform the people I know. Nor do they use your website. We need public peopled meetings.
Get our emails and keep us informed. You are terrible at communication. I have registered my email with you but still don't get any ? Why? I only heard of this via a friend. ? Why for instance is this survey not posted on 'espokes' the only real communication mechanism on theris island , why for instance have I bot received an email about this survey ? Why did I have to hear about it via a Facebook group not connected with the islands trust ? Where are my trustees ? Can't you guys manage to send out emails. Costs very little ?
Community information meetings not on zoom would be most helpful!
I travel a lot and want continued access to video meetings and minutes.
Come to our island once in a while (Mudge)
Salt Spring Exchange
Town Hall Meetings
Direct communication from Trustees to their communities with actual detail on what they are proposing.... that is, go further than just giving notice of upcoming meetings.
Multiple options to reach more people

Comments from participants who provided other options:
Your new website is as bad as your old one. However, so many legacy documents are missing from your new site. Now, these documents are only available through a freedom of information request. So much money spent on a NEW (improved? nope) website that is difficult to navigate and consistently resets my filter options, yet never remembers choice made on landing splash page. FAIL in communication and engagement. Citizen led engagement processes generate far more engagement, than IT ones. Why? Because residents don't believe that the Islands Trust ever listens. Its dysfunctional systems are too busy trying to decipher their own tangled webs of bureaucracy, staff-in-control, and political machinations or optimistic ignorance of trustees. While residents (human and non-human) suffer.
The website is hard to navigate and gets stale. I'd like to see a renewal of in person discussions with our reps. And during COVID, until we resume in person meetings, there should be no major decisions made. It smacks of underhand dealings… pushing things through without sufficient discussion by residents.
Posting information at ferry terminal works also
How about a sign at the ferry terminal with regular updates

***Question 11: How did you hear about this survey?**

- 979 participants (77.9%) of 1,256 who participated in the survey completed question 11



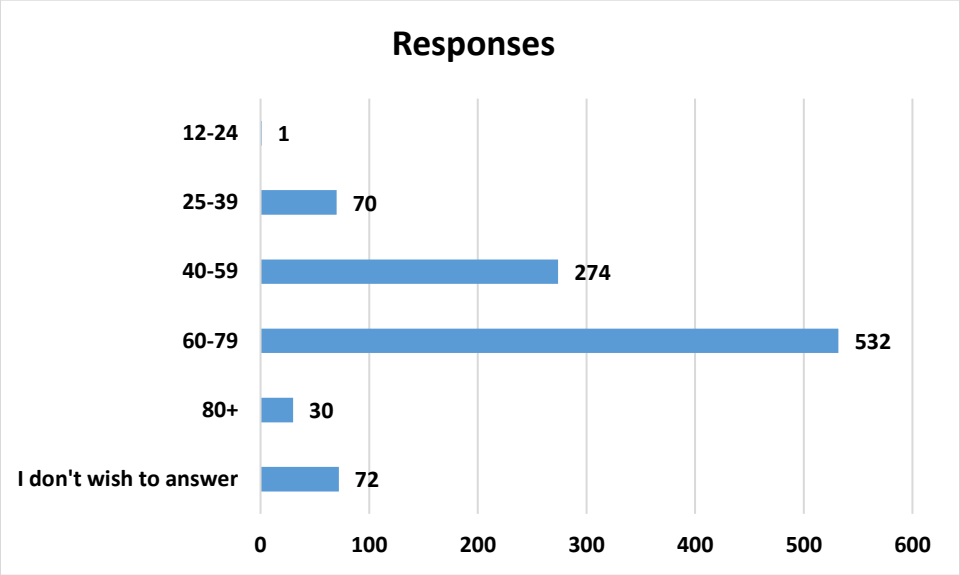
The following tables show the comments from 48 participants who provided more information on how they heard about the survey.

Comments from participants who provided other suggestions:
Word of mouth
ESpokes...
Undercurrent local newspaper
Agitation letter from CIRA, whom I do not support
Concerned Citizens website
Heard about from a friend.
An Undercurrent article
Concerned SSI Residents
Neighbour
Thetis Island eSpokes email service
Our Islands Trustee
Email
Postal box flyer
Email from our trustee
Propaganda flier in my mailbox by "Concerned Island Residents". I firmly disagree with their perspective and support the valuable work of Islands Trust
received a link
Local newspaper the Grapevine
friends
Saturna Island Residents & Renters Association - SIRRA
A concerned citizen. I have only filled this out because that person brought the issues to light. Most are buried in a lot of information.
Luckily there is a Facebook IT policy discussion forum other wise I would not have known about the survey
Islands Trust Concerned Pender Group
Stop the islands trust
email buddy
from family member
e-mail from a residents advocay group
Again, the only print newspapers I read regularly are Denman Island publications: Grapevine, Flagstone. The Denman Trustees, L Busheikin in particular, use these channels very effectively.
email from Councellor
Try to stay aware as distrustful of IT!
A group that sees the IT operating well beyond their original purvue.
espokes
Stop the island trust group
Discussion with friends
Private individual forwarded it to me.
Definitely not from Islands Trust!
SIRRA
A local organization

Comments from participants who provided other suggestions:
Concerned Citizens Group
Our community group is active at holding governments accountable which is where our best communication with lies comes from
Thetis Island eSpokes
email from Concerned Island residents
You ignore bowen island, it is hard to support you even though i want to
Espokes
from one of the Trustees! ... and I'm even signed up to receive emails from the Trust and they didn't bother to advise me of this survey.
Nothing from island trust staff or trustees.
I had no notification. Had to dig for it.

***Question 12: Please indicate your age:**

- 979 participants (77.9%) of 1,256 who participated in the survey completed question 12



Question 13: Comments on your choices in this survey (optional):

- 385 participants (30%) of 1,256 who participated in the survey completed question 13

Comments on your choices in this survey (optional):
Address housing inequity and lack of housing for local workforce and long time residents (some born and raised here who are experiencing housing insecurity), by placing a moratorium q ylaw enforcement of so called illegal housing until adequate housing is available locally. Rework bylaws to allow zecondary housing on all properties 2 acres or larger. Adopt the new ALC acceptance of secondary housing.
Decrease the budget by at least 10%, address and resolve all inefficiencies, implement a hiring freeze and staff reduction through attrition. Less staff will be needed once inefficiencies are resolved.
The lack of personal interaction (yes,yes COVID issues) - have prevented the majority of residents from learning, finding out about the MAJOR ISSUES of IT and how it will affect our communities. IF COVID is the issue preventing PERSONAL information and opinions from being heard - THEN CANCEL THE BYLAW changes, readings, and STOP any changes, or new bylaws until such time a a FULL ON personal response from all Island communities can be heard or held.
Increase bylaw enforcement
there certainly is very little info available that allows me to give truly informed responses
The Islands Trust should not be requesting funds to deal in issues they have no jurisdiction on. It is misleading to the residents and a misuse of resources.
Found questions were too suggestive and vague
I feel the Islands Trust is working outside it's mandate on many issues and is creating an unhealthy environment for the future of young working families on the islands and an increase of any kind to the budget will only empower them to inflict more constraints on the young families trying just to survive on the Island.
I, and many many other successful people truly believe that the IT has outlived is usefulness and must be disbanded..it appears almost nothing meaningful, necessary or worthwhile has been accomplished in a long time.
Some Questions were too subjective.
I do not believe that Island's Trust has jurisdiction over shoreline and Marine environment-I believe that is the purview of the Federal government. I feel strongly that much greater protections ARE required for our fragile Marine Environment, but am unclear how Islands Trust would propose to implement any protections if the Federal Dept of Fisheries and Oceans in fact regulates management of our Marine Environment
The Island Trust's accounting in this survey and in its Report have a number of errors. IE. There was a Property Tax increase (0.3%) in 2020/2021 where the Survey page reports none (0.0%). Annual increases in the IT budget are on average twice that of CPI. The IT has been drawing down its Surplus Funds by $78,000 per year, or about 1% of the overall budget annually since 2016/2017. Over 9% of the Surplus was consumed in 2020/2021 alone. This effectively hides a 1% budgetary increase and further underscores that the Islands Trust budget is growing at an unsustainable pace.
There isn't enough information in many areas of the budget to approve an increase of any kind, especially when the increase proposed seems majorly to address a few issues that are not within the

Comments on your choices in this survey (optional):
trust's jurisdiction. Many of the needs of the communities cannot be addressed by the trust, and the areas that can be addressed seem to be falling by the wayside such as zoning for businesses and for effective community planning and outreach.
I'm very unhappy with the direction the Trust is going. I believe the Trust has fulfilled it's useful role and should be dissolved so a more local self-determined governance can by adopted.
Affordable housing needs action now! Enough consultation, enough meetings, enough discussions, enough consultation, enough meetings, enough studies, enough meetings. ACTION NOW. Change bylaws, thats an action. Start building, thats action. DO something. These islands cannot thrive with wealthy people as the only residents.....who will mow lawns, shovel snow, clean houses, wipe wrinkly bottoms, provide support, serve coffee, run errands, sell groceries, staff the stores, keep people in their homes during their final years of life etc etc?! Us folks that need housing provide those services. Us folks that also value this island and lifestyle it offers, need housing. Us folks living illegally, we need to be able to not live in fear or secrecy. We contribute, we provide the skills and services to the wealthy aging population by allowing them to maintain their homes. We are not "them" we are the community members in your lives.
IT has clearly lost its way in recent years. I have worked and lived in the area for 34 years in design, development and construction. The budget has increased 10-fold, staff positions 6-fold and timely turn-around in application processes has slowed down to a crawl. It is time that IT return to serving the needs of its local areas individually.
Numbers presented in #3 do not agree with audited financials. This is a major problem in financial reporting.
There is a severe housing crisis where many families with children have no housing on denman. They should not have to leave the island. Please do something. Consider changing the rules about additional houses on land and providing some community rental housing at a lower cost.
I had to indicate choices of less environmental protection because I don't want Islands Trust putting Gulf Islands measures on top of Bowen Island bylaws and implementation. Coordinating with two higher levels of government (and sometimes Metro Vancouver) is more than enough already. Bowen has a remarkably effective Manager of Environment who coordinates well with council and her BIM staff colleagues, with the effect of steady progress in environmental protection. Counter-productive cost and complexity would impede what is going well.
I strongly support the Islands Trust's Object, but want operations and bylaws to be greatly streamlined with an effort to move away from NIMBY and complaint-driven responses.
One thing I object to is the lack of strong adherence to democratic values in your processes. In particular why were the proposed new purposes of the Trust not revealed and debated before the last election?
Why are the proposed strategies, with associated costs, not being done by current staff? If current staff cannot develop strategy, perhaps a change in role or position is in order to achieve all these strategies that the Island Trust wants to accomplish. Doing this work inhouse rather then farming it out to a consultant or someone else to develop will save considerable money and save tax payers money. Shame on you for mindlessly increasing taxes to achieve this rather than find efficiencies or changes to accomplish it.
This and other over-reaching non-government organizations have not fulfilled the mission statement that you quote, i.e. preservation of heritage, sustainability and conservation. The expense far outweighs the expense incurred.

Comments on your choices in this survey (optional):
"with regards to local land use planning services and regional programs please indicate your preferences regarding the specific services below." This question is BADLY worded. It is slanted to people's emotions.... yeah, do more about climate change but that is not in our jurisdiction, so how does one respond? And the answer options are not open to proper interpretation: "do less" "do the same" "do more" "no opinion" What are you going to parse from this? You should be asking REAL questions like, do you think that the Trust has lost its "why"? How do you feel about hiring consultants all the time? Do you think that the Trust is advocating in areas it has no jurisdiction? Do you feel that as a property owner that you are getting value from the service of Islands Trust? The questions and answer options will give you no more enlightenment than the previous 2050 iteration. I am sorely disappointed.
I think Islands Trust needs t do more to preserve and protect the ecosystems of our islands and marine environment.
The IT doesn't need any more money. There is too much of an over lap of services and oversight between it and the provincial and federal governments. Stick to just being a conservancy advocate.
The Southern Guld Islands should have been a National Park a long time ago. Any policy that moves toward treating it like a park would be welcome.
As a resident I request that a status quo budget be approved for this year. It's been many years since a comprehensive review of our OCP was done and much has changed. In order for the IT to remain relevant, we must return the the basics: a review of the values, purpose and mandate of the Trust within the context of 2022 and beyond. IT Trustees and IT Staff and Consultants cannot determine this without significant community input, particularly from the younger demographics. I am in my 60s. My reality is very different from someone in their 30s or 40s who is trying to make a good life on Denman Island. I support conservation. I want a big focus on climate change awareness, prevention and mitigation. I want reconciliation. I want our younger people and families to be able to live and work on our Island. I want their voices to have priority over mine. As an Elder I see that my roles are to continue to work hard on the issues but, importantly, to support the younger ones who have such complicated issues to cope with. This is election year. It offers prime opportunities for newly elected/re-elected Trustees to engage with their constituents in a full OCP review - and again, it must include everyone, especially the younger residents. Only then will I feel that the IT has a supported mandate. There is so much to talk about and consider, and I look forward to community discussions. Without this I think the future of the IT is uncertain.
Input on policy draft and associated increase in costs
Very clearly the Trust is spending our hard earned dollars on the wrong items. Priorities should be to manage development, community and housing, not worry about the environment. If Trust budget on "humans" and human issues is "X", budget on environment and water, marine, etc should be 1/5 X. People count, not salmon! We cannot stop oil tankers, so stop trying. The Trust has not addressed the biggest issues on Salt Spring...main one being housing...for over 5 years. The Trust is doing nothing by my reckoning yet you up the budget the last two years.
Please stick to the original mandate.
I know this is rigged and you will do what you want - but as you asked, I felt compelled to answer
There needs to be a review with input from the trending demographic and accordingly an update to the Community Plan. Such a review would have relevance and validity as to which programs to pursue. Planners and consultants who who are not necessarily residents of any Gulf Island tend to be a financial drain - they are not restrained by the fact of having to pay Island Trust taxes.
I would love to see community owned fibre optics in the budget!

Comments on your choices in this survey (optional):
Ultimately the Island trust will not listen to the people. We are run by people in Victoria and special interest groups.
the incease you are asking for, (over 4%) is on top of the yearly charges you take away from our tax payers, & it needs to stop. Our Muni council is doing a good job for us & we don't need to be paying out $324,000.00 for your over staffed kingdom !!
Property owners should be allowed to build and clear land without getting harassment from the Island Trust if they are keeping to the guidelines.
When will the “trust” stop facilitating ecocide, desecration of cultural sites, and creation of urban development? You have your well paying employment, please “preserve and protect” the islands in the trust region.
I would like to see a focus on expediting land use and building permits for multi family affordable housing and locally owned commercial enterprise.
Our LTC has spent an inordinate amount of time & money on revising the OCP at a time when the IT is revising the Policy and at a time when public consultation on that policy has not even started. The draft OCP is likely to be completed before the Policy Statement is presented. Hence the work done for the OCP will likely have to be done all over again. A colossal waste of time, money And constituent engagement.
No New Taxes ...
Bylaw enforcement is joke. The bylaws are rarely enforced and when they are “sorry we didn’t know” gets the owner out of any rectifying Land conservation is a joke, there will not be any trees/plants left on Mayne because of the deer problem that has been known for decades and nothing done
Stick to the mandate of the Trust. Stop expanding the role of the Trust, growing staff and costs and replicating responsibilities already under jurisdiction of other levels of government.
Be more proactive/supportive of community food waste management and other community minded climate mitigation/adaptation efforts. IT policies should be more flexible to these efforts.
Staying within the mandate of the trust is important to me, but if the trust needs to fundamentally change to address the realities of govt under current circumstances, then that work should be undertaken wholeheartedly, not in leaps and stops.
You’re overreaching. You were land use you determine our reszoning that’s it. Stop over reaching or trying to. You’re way too expensive too many people in your offices for some reason you need 60 employees? When we were struggling your budget was continuously increasing. Gross
the website is very difficult to use, not easy to find things the ques re funding for the ITC was confusing, not clear if asking if funding should be by taxation or from grants and donation. Funding should be from the government as the conservation lands re held by ITC for the prov government so they should pay or by grants and donations, funding should not be by taxation of the trust area
Time to reduce redundancy, combine multi government bodies to achieve the same outcomes.
Time for people to realize living on a small island is expensive and it won't change. Like any other neighbourhood, if they can't afford it, quit whining and move to a larger center that has the free resources they seem to think they're entitled to.
The islands trust wishes to duplicate services already provided for by the government. This will entail the land owners on the islands paying for these services twice. The government will save money by having the islanders take over various areas. This is not helpful to the landowners. This will mean more red tape, more hassles and overall frustration. The islands trust should be abolished since they no longer care about the actual residents of the islands. This seems to be only about power and

Comments on your choices in this survey (optional):
control. Very sad really. If the trust took on say in issue like trying to create more affordable housing I think they would have more backing from the residents. Trying to change everything at once is not a financially sound idea. Those struggling on the islands cannot afford to pay for all the dreams of the trust.
I put off doing this survey because I thought making choices about the budget would be something that would be over my head. I'm a very smart person and a professional, I just don't have a detailed understanding of what's happening at the IT to make decisions about the budget. I was encouraged on FB to fill this out before the deadline, so I finally had a look and I was right all along. I would like to have the questions asked to me about what's important to me without the numbers.
When I answered questions with "remain the same" I meant the same as in previous years. The proposed budget increases are well above inflation. There are no savings proposals or completed project spending reductions noted. Also, it would be helpful to see some numerical measures against operational budgets.
Preserve the rural nature of the community. Housing density is appropriate near cities where water infrastructure is established and where arable land is no longer available.
This is not accessible to most residents of the islands - the language used is not appropriate for many individuals.
Just to point out that I am concerned about the growth of animal ag on water-scarce Gulf Islands. More education (evidence-based) around the many negative impacts of animal ag of all kinds (not just factory farms) and the need for the Global North to shift towards a more plant-based diet/re-wilding of our islands...
I am requesting the following: 1. Moratorium on bylaw enforcement for “illegal housing “ until adequate, affordable housing solutions are available on each island to meet the needs of every community member 2. Hiring freeze, staff reduction through attrition, to 40 staff members by 2035, cut back on all activities outside of the Islands Trust core mandate, including areas of overlap or duplication where the jurisdiction belongs to another government entity 3. All staff know and adhere to policy regarding land use planning, permitting, rezoning, development - this will greatly improve efficiency and reduce time waste, delays, unreasonable costs to landowners 4. Eliminate inefficiencies; a minimum standard of 95% efficiency should be achieved and maintained
Too many paper pushers and planners at the trust 5.5 million dollars worth, I don’t see any positive outcomes from this burden. We need more marine enforcement!
I find this survey much too vague. Indicating numbers without an outline of where that money is allocated or more specific project details makes it very difficult to decide if it's a good idea to increase or decrease funding. Furthermore, I know of many people on Denman who don't regularly use the internet and who would have difficulty accessing this survey. All residents should have this survey mailed to them directly with the option to complete online or by hand.
Streamline and speed up processes, planning that takes years is clearly ridiculous. Find out why, sort it out. Streamline staffing, yours grows whilst everyone else's shrinks. How many people are really doing very little? Stop being based in Victoria, outside the region you represent and super expensive. No one needs to work in an office anymore, stop that. Look at the work from home people, what are they actually getting done. Stop over reaching your mandate, treat all three pillars equally. Without the strong communities there will be nothing for you to control, and hence you will become redundant. The pillar of community is as important as the others. Do some proper engagement with

Comments on your choices in this survey (optional):
first nations peoples. Loose the tokenism. Figure out the endgame for that. How, exactly are we going to hand land back, start thinking about that now.
Survey too long & complex to make good, well considered and researched choices in an hour, let alone 20 minutes. Good job of presenting information, however.
Given the current economic problems due to ongoing COVID mitigation protocols, and the continuing controversy over the proposed new Trust Policy for Salt Spring Island, I think it behooves us to curb spending for a while, take stock of our most pressing needs and await the outcome of our 2022 election. It might be best to revisit the proposed budget increase for next fiscal year.
As I do think that the mandate of the Trust should primarily be focused on preservation and protection of the natural environment, that affects my choices. WIth many others, I believe that the Trust has no business spreading itself to "affordable housing" concerns, beyond bylaw enforcement restricting short-term rentals and so on (i.e. if a good deal of the housing shortage for island workers is due to people who would in the past have rented to them now aiming for AirBnB-type rental, then that needs to be restricted and restrictions enforced). I therefore selected answers corresponding to a wish not to have budget investment in enabling or providing housing developments. I didnt comment on (increase to) trustee remuneration, as I am not sure whether remuneration to individuals is increasing or what exactly the increase is due to. I will say that I dont have the impression that the trustees do very much, and would rather see them work harder for us - whether the lack of activity is due to low remuneration I have no idea. I would expect there to be much more communication from and interaction with our local trustees. It may be the case that our trustees do more than I am aware of, but in any event they are not talking to us.
Cut bureaucracy and let people live their lives without more regulation.
I like the question and info format this year.
It was difficult to take a position based on the information you provided because it was very detailed and complex. So my responses were based on the pragmatism required during tough times.
The Trust has become involved in far to many areas where they have created huge red tape and cost in home building, land and housing planning and bylaw enforcement.
I think the IT needs to keep its core purpose in mind whenever making decisions. On Gabriola, supporting ‘affordable’ housing is resulting in a complex that will be market based rental except in 1 or 2 units. This is not affordable housing. Does not protect the island environment, and is only one example of where the IT has lost sight of its mandate.
Question: If the Islands Trust completely disappeared, who would be adversely affected except the bureaucrats currently employed?
Personal concerns about the apparent reduction in the implementation of the "preserve and protect" principles of the Islands Trust Act.
We do not need an Island Trust Government. CRD provides all the services we need. If we need "land use" Bylaws - let CRD decide what bylaws we need and/or let CRD hold referendums on the bylaws we need.
Island Trust has been building an empire and trying to expand their mandate into new areas for too long. Let the provincial and federal government cover their areas of expertise, don't overlap.
The rampant rate of development undermines the IT mandate. Seems there is no shortage of elected reps and consultants willing to allow development. Seems there is a shortage of energy required to preserve and protect.
Please reduce the budget by at least 10% from last year's levels. Too much effort (and money) is spent on effort that duplicates accountabilities of both the province and the federal government

Comments on your choices in this survey (optional):
I support the Preserve and Protect mandate. I do not agree with IT getting involved with promoting housing development for ANY REASON.
No, no, no, to the islands trust period. Keep your out of touch nose out of things you don't understand. Btw, why are you funding NGO special interest groups? Because they support the fringe eco nuts that are trying to ruin our islands? You need to be stopped. Now.
Preserve and Protect is a simple, easily understood mandate. For me this includes the land which people impact and which Fallow deer devastate. I realize the importance of consultation, however I'm dismayed at the number of people that wake up once consultation moves to draft policies then spout outrage on social media. I also realize consultation will forever stall a viable Fallow Deer management plan - consensus between animal lovers, gun haters, land owners and we who live the devastation will never be achieved. Please put funds into action, push for or take control of a plan that culls the Fallow and thus saves and protects the land, flora, birds and small animals that need a vibrant landscape understory to survive.
I have been on Mayne Island for over 55 years and have seen a continuous decline in property owner rights to meet the flavour of the day special interest groups. We need less government telling us how we should live.
It seems like you're got a 10 million dollar budget to support admin and planning costs — and not actually doing anything that benefits people. That money could be so much better spent actually doing things.
Environmental protection is so key in these challenging times of environmental changes especially when economic factors encourage the degradation of natural ecosystems
The Island's Trust budget is out of control. Staff levels and creepage into area that the Trust are not legally responsible for needs to be reduced.
I am a supporter of IT but want it to return to it's original mandate of protecting the Gulf Islands from urban and suburban encroachment that results in further environmental damage
I am a believer that the Islands Trust is too involved in our community. I also feel the we have too much costly cross over between Provincial Government protection and Istand Trusts. We may have different regional eco systems but they are all have protections in place.
Climate change mitigation and marine protection and restoration, as well as addressing water issues should be the highest priority over bureaucracy, as these are critical issues .
There are many survey questions were we answered do less as there are currently other government departments that do these. We do not wish to allow budget for additional programs to be continued, implemented or suggested when these activities already belong in the hands of the government. This is unnecessary over-reach at our expense.
Islands Trust planners do not accept much of what local trust area (APC, Lasqueti) include within their OCP reviews. The Trust planners appear to be shaping municipal development policy, not rural sustainability.
Everyone is being asked to do more with less. Cost of living is going up. The trust must also do more with less.
Sensitive ecosystem protection deserves a much higher budget allocation.
I think that Islands Trust needs to have the input on what the community WANTS and balance it with what the communities NEED to grow and sustain. If there is communication and trust in those n]making the decisions, the decisions should be made for the islanders……on their behalf. The mindset of island inhabitants is one that is very righteous and judgemental. There needs to open dialogue, but firm decisions with explanation. The islands will stagnate without reasonable growth.

Comments on your choices in this survey (optional):
Too much money and time is wasted on this. Our islands are not being protected, instead it seems it is more like the islands trust is trying to protect people from the island. Too many safety nets. No one has any common sense anymore.
i do have opinions, but all choices do not reflect. At this time the Trust should endeavor to keep expenses and taxes at a zero increase
meaningful and therefore useful answers to many of these questions require a much greater level of knowledge than most respondents/residents are likely to have.
Island Trust , like the Reg.Districts, have increasingly become a huge self-serving bureaucracy, attempting to govern every facet of our lives, leaving long term Islanders disillusioned.
Over 4% increase in taxes is unacceptable when prices are up on everything yet salaries and pensions are stable or decreasing. Get real here people. Certainly don't need to spend money on advertising, for instance,
the decrease of funds from reserve are not explained and are made up by tax increases. This looks like bureaucrats increasing their powerbase at the taxpayers expense, with no benefit to the taxpayers.
I truly do not think we get good value for the money we put into IT. Moreover, we can expect to pay higher Prov & Fed taxes for COVID supports, and our pockets are only so deep. A rise in assessments doesn't equal an increase in our bank account. You need simply to spend less of our money.
spend less money!
It seems so much work is done community planning, analyzing, discussing, arguing and rewriting documentation, instead of actual heavy lifting. Get er done type stuff. Burocracy, Burocracy.
There are too many objectives spread too thin to not make a meaningful difference noticeable difference and then executed in a way that frustrates islanders because they aren't fully clear on how it has actually helped their community. A focused effort with a smaller team could be very effective that acknowledges their strategic orientation fully with the public with planning and engages other government teams to conduct the implementation.
I think this survey was too quick and general to be of much detailed help.
A lack of sustainable rental housing is the greatest threat to the long term health of my community
Not clear if money for a swimming pool on Gabriola would come more from Nanaimo city council or Island Trust but let's make it happen. :) We have a population of 5000 now which is the magic threshold for small towns in Canada to get a pool.
I think the islands trust should be disbanded and whatever sévices they provide be delivered by the regional district who have staff the deliver services
I believe the IT is essential for sustainability of our ecosystems and diverse, year-round communities where everyone can thrive. We need more conversations, education to get people onside and understand that they don't have to lose if others gain - and that we have nothing if we destroy the land and water. OCPs are Our co-created documents, which need both moral persuasion and enforcement
Stay within mandate. Leave social issues to other levels of government, that's their domain.
Issues such as water management, groundwater management, affordable housing, conservation, marine conservation and others are also the mandate of specific provincial and federal agencies. The Islands Trust should focus on making sure these agencies comply with the Island Trust Mandate rather than do the work for them.

Comments on your choices in this survey (optional):
Islands Trust should review their original charter and founding principals in todays context, then stick with it. Hire more staff. People are breaching the rules all the time. Hire a bunch of summer students for surveillance, Hornby Island is rampant with people breaking the rules especially with STVRs
All my answers were decrease or do none with the rationale is reduce our cottage taxes they are currently ridiculous, obviously I want Keats and gambier to have equitable service to the other islands I. The trust but would prefer to do with out service and programs if it reduces our tax load
we need more emphasis on water preservation and new discovery/implementations of additional reserves of water for the very near or should I say immediate future planning
The Islands Trust tends to put things in place that they are unable to actually oversee or do not follow up on. Protecting our islands does not mean stopping owners from working their property the best way for them - consultation and working with the owners would help keep tempers from flaring. Keep your mandate to Preserve & Protect, but don't make things difficult to actually follow through on or set it up that another governing force (by-law enforcement or similar) have to do the work and possibly be faced with initiatives that really don't work. Please look closely at some of the major disasters on Salt Spring (Channel Ridge comes to mind) that took place under the IT watch and has been left in a state of broom overgrowth, unfinished EVERYTHING and no one held accountable for cleaning up the "town" site. Look closely at the Vortex and the fact that you are allowing variances in a coastal marsh area that NO private citizen would be allowed and it goes completely against your own mandates - yet you are going through with it?????
The Island Trust mandate is to deliver land use planning. Mission creep into other areas is causing exponential increase in tax burden.
I do not see Island Trust providing services and working together with residents of the islands.
Keep costs down. All i ever see is the ever expanding footprint of IT on every aspect of the islands life. I fear that IT is always looking for ways to expand their reach. Not to forget virtually all IT staff do not live in the gulf islands.
There is too much duplication of service since we are a municipality AND part of Vancouver Region.
Environmental protection offered by Islands trust is not effective as we have so many agencies now involved.
It seems like there are a lot of studies done yet little action is taken. The same issues are continuing. In Gambier my priority would be protecting our forests and watersheds & and preventing commercial fishing.
Would like to see IT focus on core services and spend less on politics and controversial changes like the Trust Objective changes
I was of the view that the Islands Trust initially provided a useful function for Bowen Island, but no longer does as Bowen Island is now a municipality. BIM is the only municipality in the Islands Trust and it provides the same functions as the Islands Trust. Over the past 4 years, Bowen Island has provided tax revenues of $1,283,000. to the Islands Trust. These monies could have been more usefully used by BIM to fund other programmes including water, affordable housing, etc. Bowen Island is presently governed by 4 levels of government: the Province, The Islands Trust, Metro Vancouver and BIM. This is an unnecessary and wasteful use of public monies, and the Islands Trust is the worst example of this.
Several comments: - IT is exceeding its mandate - IT needs to ALSO needs preserve and protect OUR COMMUNITY (people's livelihood, culture, arts, etc.) and not just trees (we have TONS of trees)

Comments on your choices in this survey (optional):
- Salt Spring provides a disproportionate amount of funding for IT compared the amount of input we have for local matters/IT expenditures - IT should relocate its Head Office to Salt Spring and keep IT $'s in the communities where the tax base exists - Salt Spring governance is atrocious... Salt Spring SHOULD be a municipality with IT doing ONLY what the BC government intended it to do back when it was first created - IT funding should also be funded in part by BC Provincial govt.
Personally, many people think the trust is a waste of money. I did not support this until actually seeing how the budget is profiled. No organization should spend 90% of their budget on basic operations. I have worked for and audited many Not-For-Profits and have never seen a number so high. I think if you intend to serve a useful purpose programs should not duplicate other areas of government. Focus on water and preservation of nature/natural beauty.
It's unclear what the full scope of work is for the island trust. What are you yearly goals and deliverables etc. Knowing this could be beneficial increase the engagement of the public in what you do.
We feel the islands trust has turned too top heavy and is extending its reach far beyond its mandate. We do not support many of the new bills that are trying to be passed, and feel the lack of transparency and inaccessible meetings very frustrating. IT seems like it has turned into a bureaucratic nightmare that is trying to control every part of property owners existence.
You really need to get your costs under control. At present, we pay almost as much property tax for Islands Trust as we do for both Police & Fire Protection. And, here you are wanting an additional 6.1% property tax increase in what are already very difficult economic times for many local residents.
The Islands Trust mandate must be removed. Their mandate serves no purpose as other levels of government already cover anything that they are doing. A complete waste of millions of dollars.
keep up the good work
Go back to your original mandate to preserve and protect. Stop duplication of other government agencies including social housing, native reconciliation, global warming etc.
As a relatively engaged citizen I don’t feel well informed enough to meaningfully respond to this survey, so am conflicted whether or not I should hit “submit” .
I’m sorry I cannot offer more feedback. I don’t know enough about any of this to have any kind of opinion.
Scrolling down to go through each question loses the top of the page where the 'Do more, do less, do none' etc. choices are - I had to keep flipping up to make sure I was picking the choice I wanted.
Prefer keeping costs with minimal increases
Keep any increases reasonable.
Thank you for your work. As Islanders we have a responsibility to care for and steward these islands and waters for the people of BC. Is it our duty as Islanders to look after these places in which we live and the Trust is the way we do that. Best wishes for another year of preserve and protect.
please reduce the Trust's requests for studies, consultants, engineers, lawyers, surveyors, architects, etc. The rezoning I did 30 years ago required none of these expenses.
I don't think the Islands Trust needs to be involved in affordable housing initiatives, Bowen Island Municipality already undertakes their share, also primarily a Provincial responsibilty.
Need to decrease bureaucracy and endless studies. Keep budget under control.

Comments on your choices in this survey (optional):
We're in the middle of a pandemic, millions have lost jobs, and you're raising taxes like it is 'business as usual'.
The Trust should be terminated or completely restructured following a comprehensive community survey of opinions and current/future needs, taking account of changing social, economic and financial conditions.
The should be no request to increase the budget until the following are provided: 1. Comparison with other similar organisations in BC with similar complexity and population. 2. Await until the results of the Governance & Management Review shows that the organisation is optimised. If the results do not come to the conclusion then optimisation and cost saving measures should be implemented and no budget increase should be implemented. 3. Identify the cost saving measues have already been implemented and their cost savings. During the budget webinar it was stated that it is impossible to reduce the budget by 10%. Having gone through similar exercises in my professional life I know that is not true. It will take some work, but reductions can be made. I also heard in the webinar that the is supporting what the Trust has been mandated to do by the province. Although true, the individual projects and tasks assigned to staff are the decision of the Trustees. Therefore, the workload can be reduced that would reduce the costs. In this time of inflation and reduced incomes the Trust must take into account the financial situation of all residents of the Trust. Scaling back the ambitions of what should be done would be a prudent action that demonstrates that the Islands Trust is here for the residents. Therefore, any budget increase should be delayed until it has been proven that they really are necessary.
The Trust wastes so much money on its bureaucracy. It has become so bloated that it basically exists for itself and its staff. I feel that it also does not care about residents and their needs as long as it can protect the flora and fauna.
It is important that the culture of the bureaucracy evolve to be more prosocial and transparent. Taxpayers don't like to feel as though we are paying for our own oppression. Taxpayers prefer to feel well-represented and served by our government. We want our government to be on our side. We're all on the same team, so why do Staff waste our hard-earned taxes by putting up endless paperwork roadblocks and splitting hairs? Come on, lets work together--it'll be so much more efficient and cost effective, and we'll all be so much happier. And much better planning will be the result.
The Trust has failled in response to affordable housing
Bowen should leave Islands Trust. Too much governance. Your budget, especially administration/salaries are far too high. Out of control spending.
The IT has been increasing the scope of what it wants to do without having the mandate to do so. It is frustrating to feel that the IT is asking applicants about water, when they do not deal with water officially, and that some of the wording on water usage is actually contrary to the government body that does deal with fresh water in BC. We do not need more building services on Denman Island, we do not need a freshwater specialist when the IT is not responsible for water, and we do not need more permits for everything, which then makes staff cost skyrocket. Suggesting that someone would need to hire an arborist to cut any tree on your property, and get a tree cutting permit for it? We live on a lot that was clear-cut 20+ years ago, but there are lots of trees that grew back that need to be thinned out, as well as cutting trees close to your home for fire safety.
Please stop expanding mandate and services, and reduce to core land use.
I would like the Islands Trust to use most of tax money for services related to the protection and preservation of the natural environment

Comments on your choices in this survey (optional):
I believe IT is overly influenced by special interest groups that do not reflect the community at large. They are over-staffed and the budget is not justified.
Much of what i see in this budget is already covered Provincially and Federally. Additionally Gabriola's planning is through the RDN so that is enough red tape.
I think it is inappropriate for the local government to spend money on spending 52,000 so spend on additional staffing for conservancy staff to beg for more money
Too much of your budgets are spent inventing projects to keep staff levels. Are they invented by that staff??
You are a bloated disfunctional (self admitted), barely competent dinosaur that has outlived its use. Time to shut it down.
The mandate of Island Trust is use of the land, stick to that.
I believe that it would be very beneficial to slow down the grow of Islands Trust involvement and take a serious look at what Islands Trust really has authority to deal with and get more focused on that. It feels like Islands Trust is spread to thinly and has taken on causes that, although noble, are not in direct alignment with Islands Trust's mandate. With elections on the horizon it would be a good time to rethink where to focus your resources.
The Trust should stay within its mandate to preserve and protect the environment. The trust should not involve itself with issues outside its purview.
The Groundwater Sustainability Science program should continue to ne funded
The LTC of Salt Spring is a Tyrannical organization, and should be abolished.
I took substantial time out of my personal life to write a letter to IT when there was an issue. No one acknowledged that it was read or received. It feels like my private property rights are being taken away from IT. It is assumed that we want to destroy & harm the environment. The multiple layers of rules & bureaucracy that are growing yearly are overwhelming to me as a land owner. I just ignore it now unless I am forced to learn it. There is too much duplication too.
Protection of the natural environment is why the Trust exists; do not hamper or lessen this purpose by getting involved with services like housing which is covered by other agencies
There is a growing sentiment that this is the Wild West. Ignore bylaws, dump sewage in water table, build illegal structures without inspection, sewage and water connections, etc. Scofflaws are allowed to drag out enforcement for years, with no or minimal consequences. At the very least, the Islands trust should make an example of those flagrantly in violation, and publicize the outcomes.
Please be responsible in the present times to respect those who have suffered a loss of income or assets due to the shut downs and extra costings from Covid. We are all trying to keep our heads above water and care for our homes. Large increase in the operating cost of the Trust are not appropriate at all.
Too much overhead and wages for services provided to Bowen Island Municipality.
There are many areas of concern that you have identified in your mandate that currently overlap with provincial and regional jurisdictions. We should not waste precious monetary resources in duplicating services.
The Island's Trust overreach working to mold the Gulf Islands into the image of a utopian Shangri-la may seem well and good for those who are redefining the Gulf Islands from afar , but it has become a grave concern to many who value their Gulf Islands lifestyle that a faction of the Trust who live in Victoria are imposing what has become the equivalent of an autocratic dictatorship. In appreciation for those within the Trust who are putting on the brakes and looking to find a means of becoming more inclusive and transparent may be the first step toward a rebuilding of a Trust that is fifty years

Comments on your choices in this survey (optional):
old and out of touch with the very reason that it was created in the first place. In actual fact it has become a very expensive white elephant sucking the coffers of the Gulf Islanders dry and giving very little back.
You waste to much money on trying to stop the improvement of the island for its residents we need small business to survive so our island can thrive and a lot of what the island needs is tourism and a workforce that can find accommodations
Islands Trust needs to do the job that they have jurisdiction over & not be over reaching into other departments & should not do any advocacy.
I am disappointed that you only asked for more information of the reason for my response in the first question. My reasoning for the others would have been helpful to you in understanding this survey. Given the primary "object of the Trust to preserve and protect the trust area ... for the benefit of the residents of the area", too much of what you are doing seems to push this aside and put a singular focus on activities that do not consider the residents at all. Many of the objectives of the Trust have the unintended consequence of being at odds with other objectives. I have never heard any discussion or explanation of how you would prioritize these objectives. This makes looking at isolated budget lines difficult to comment on - they may make sense in isolation, but they would have a detrimental effect elsewhere. The Trust must start reviewing this and communicating your actual priorities within the myriad of things you are doing. And please, do something about the terrible inefficiencies that exist in your administrative systems. I suspect these are people issues not process issues. Without proper direction, your staff will focus on minutia and details that are not important and lose perspective on what actually benefits residents and the Trust area.
I worked in a Senior Government position so am aware of inefficiencies in the Island Trust organization.
You are overregulating and a huge financial burden
Far too much is spent doing things that have no reason; building permits come from the regional district, so make them responsible; Stop doing things that are not within the mandate of the trust, such as intergovernmental issues, aboriginal issues, mapping, affordable housing (the list is long...)
Island trust tends to put their nose where it doesn't belong. Stop taxing everyone and tax the vacation homes more.
The only issue I are about right now is the terrifying lack of housing for working individuals and families.
Protect me from the Trust. Get the Islands Trust out of my life.
Decrease the bureaucracy and paper pushing. It takes forever to achieve anything.
Your continuous increases to your budget is a concern. You are grasping at increasing your relevancy/power and people are sick of it. Stuck to your mandate. Do better.
Island Trusts needs to refocus on its mandate - Land Use Planning!
Trust needs to focus on OCP, land use applications and community engagement . Leave climate change, affordable housing and reconciliation indicative s to the other government agencies already engaged . Reports that no one reads are a waste of taxes.
I'm not happy with the current state and aims of the IT - too bureaucratic and no locals employed. I no longer think the IT is of value to me and my fellow islanders. The islands are just too different to be all lumped into a collective entity like IT. IT has done a good job of preserving land in Denman. Historically, I see and appreciate it's value. However there are gaps in our governance that can only be addressed by a municipality. I am open to being persuaded otherwise, but that would involve in-

Comments on your choices in this survey (optional):
person discussions. I want to say that the latest shenanigans by trying to ram through major changes at such a time makes me very distrustful of the IT leadership, including the staff.
There needs to be more education from IT as well as the province on the state of the CDF and how climate change will impact our area. We need more information on how to be self sufficient in water (such as rainwater capture) and how to manage water for all not just humans. You need to take more action of prohibiting the killing of beavers as they are key in maintaining water on the landscape.
Essentially I feel that Bowen Island is currently paying an outrageous amount for Trust services that the municipality provides already and we as taxpayers are being hosed!
need more programs for environmental protection and for water science
Island trust needs to be more accountable with money they spent and stop encroaching in areas that are non of their concern and already covered By other government agencies
Your options are quite vague .
I believe that the Islands Trust 22/23 budget is excessive, and that the relevance of the Islands Trust now, after almost 50 years, should be reviewed and overhauled to bring it back to a more reasonable and manageable place. The Islands Trust is now reaching well beyond its mandate.
do not raise taxes and work within the budget
Hopeless feeling really. This survey, as all others, is another attempt to validate out of hand spending (9.7 million for duplication of services - already provided by regional districts, but not available to islands). I understand that as employers you need to provide a "safe working environment" for any staff, which you define as without criticism. Why don't staff understand that they are tasked with providing a "safe living environment" for residents and communities? Balance is difficult to find. I pray the IT finds it, and I pray for our communities to have the resilience to withstand the consequences of this out of balance insanity. Get back on course IT!
It is important for the Island Trust to stay within the 4-corners of its mandate and not expand into areas which are outside its mandate, overlap with other government levels, or are political in nature.
THE TRUST DOES NOTHING FOR BOWEN IS.
The survey portion as a table that allowed 4 ranking options for multiple actions of the trust was done poorly. From left to right it was do less, right, do more and the fourth, next to do more was "do none" - it should have been far left to follow sequentially. Now you have introduced uncertainty about the ranking.
Clearly not a professionally designed survey. Instead it seems structured to deliver the answers that it wants to receive.
Interesting way to do a survey, providing information between questions. One hopes the information is factual.
This survey is an affront to the intelligence of your constituents. Simplistic “do more, do less, do none, stay the same” check boxes don’t recognize the thought that “do differently” or “leave to other agencies who have authority” are viable and likely far better options. Instead the Trust attempts to manipulate results by forcing respondents to have to choose “do less climate change” when the real answer is let those agencies with responsibility, authority and power to do so. There is little wonder that the Trust is rapidly losing the trust of those it is meant to provide a service to.
I am newly familiarizing myself with the Islands Trust
I don't closely follow IT deliberations and decision-making except in respect to issues that I'm most interested in: affordable housing, environmental protection.

Comments on your choices in this survey (optional):
IT has lost a lot of public trust and credibility over the last year - poor communication etc. Much in the new mandate interests me but I am loath to give IT any more tax monies or areas of concern until trust is re-established.
The information in the survey was inadequate and misleading. Impossible to get a true sense of what $8M is really being spent on. It seems there is a lot of duplication with other government agencies so do try to be a bit more efficient.
I believe the islands trust is not taking the residents interests into account as much as they should. I hear a lot of complaints and confusion from residents.
The budget needs to be decreased by at least 10% if not more. The increases are not sustainable to residents.
Make housing a priority. There are hundreds of unhoused and under houses people and many renters cannot find housing. Salt Spring is not just for rich Tesla drivers.
Islands trust is getting far out of there designated mandate they need to allow the provincial and federal government to follow through and not overlap existing policies
I believe the has out lived it's usefulness
Bowen island doesn't need any help or input from the Islands Trust
The taxes currently charged for IT even before proposed increases are excessive and out of like with other tax and wage increases. The proposed increases are simply ridiculous!
Bowen is our own municipality and we do not need a very expensive trust wasting our tax dollars when we are trying to develop more municipal programs and facilities
Crippling working class property owners, larger and multigenerational families and home businesses operators (holy hell limiting house sizes!) and small businesses isn't going to do anything but gentrify us right off these islands, that is NOT how to preserve rural character. It's also not meaningfully addressing climate change.
The Regional Project should be broken into articulate categories.
In my opinion the Municipality of Bowen Island gets little if any value being in the trust.
Bowen Island should not be in the islands trust. The islands trust does not serve a useful purpose- except to provide income to its employees and trustees for their valueless work
The steady and considerable increase in the budget should result in the reduction of costs and services - fewer activities, fewer employees - not growth and expansion. The Trust seems to be constantly increasing its activities beyond its mandate.
Public engagement: did not list public meetings or well researched science driven emails from residents for available information. The trust is failing to listen to local residents and respect their areas of expertise and to involve them in the decision making process. In this way public engagement should be increased. Policy statements should not be altered, changed or added without direct, in depth and lengthy involvement with the island residents
more funding for of initiatives to preserve and protect freshwater
spending is out of control. Soon only wealthy people will be able to afford to live here. Taxes are already too high for what we get.
Bowen Island municipality urgently needs to preserve funding for our own local priorities. Islands Trust is a drain on our finances for programs of highly questionable value.
The best way how to protect environment is to reduce the expenses in other areas and in this way saving money to invest into the environment.
Thank you

Comments on your choices in this survey (optional):
Being on Islands Trust Committee should not be a "forever job". Sue Ellen Fast [redacted] She does not speak and should not speak for the average Bowen Islander.
Other government agencies and focused conservation groups do better work protecting sensitive ecosystems on Bowen Island than the Islands Trust. We do not benefit from IT red tape and bureaucracy.
Need more funding to protect groundwater and aquifers
1. We are a municipality, relevant land use decisions must be made close to home, on Bowen, by our Council. Second, the Trust overarching policy statement overreaches by having, in terms of direction for land use action, an override. Our Municipal governance must follow your directions. Too many " musts,". Need more "should"
This level of government, created for stewardship, is attempting to blossom into another level of government.
See below. Plus - I frankly think it invalid for anyone to comment on other islands' areas runnings unless they are part of that region. It must Skew survey accuracy results. Thanks for at least asking. It must be nightmarish deciphering results.
Reduce the budget! It is out of control. Time to trim the fat!
Islands Trust needs to refocus on excellence in performing its current mandate. Do not artificially inflate that mandate and become distracted by a perceived need to solve problems which are the responsibility of others. Do not be overly influenced by loud but minority voices.
Decrease everything by at least 10%
The Islands Trust does nothing for Bowen except take money. The entire organization is a typical Governmental waste of TAXPAYERS money. How many Islands Trust employees actually live on an Island within the Trust control?
We request at least 10% less of All Island Trust
All I can say is I can no longer afford ANY of the Trusts expenses. I demand a reduction in ALL spending area including any potential new hires.
We expect, under these financially stressful times, that you DO NOT create ANY new jobs or hire any new people. We CAN NOT afford to support this. Also, we would like to see a decrease in a ALL areas of spending going forward.
Please reduce the Island Trust budget by 10%.
We need to develop a community that encourages and welcomes young trained / skilled people who are willing to stay and work here. The BC Ferries can't be the only employers.
Steady increases in taxes, IT budgets, IT staff levels are unreasonable and unsustainable. We can't afford 3 layers of government let alone 4. When and how do you benchmark your operating performance? How is this communicated to the taxpayer? What have you done for me on Thetis Island? We pay these excessive costs and you cannot even enforce your own rules. There is an autobody junk yard in plain site on Pilkey point road - has been there for years. Get rid of it. Why am I still looking at dozens of freighters in the waters around Thetis, Ladysmith, Galiano, Valdez. Get rid of them. Do something useful and leave people to steward their own land in conjunction with local conservancies who are far more effective and cost efficient. People live in the Gulf Islands primarily because they value the natural beauty and scarcity of the ecosystems.
I don't know what this question means. I find that the survey is biased and presented in a specious manner. In short, it is not a fair survey.

Comments on your choices in this survey (optional):
Island trust is taking on too much and has become overreaching and bloated
Involved in too many things!
Staffing levels compared to other government entities appears to be high. This leads me to believe there is a significant bureaucracy that could be addressed. I disagree with increasing staff levels and suggest a reduction is likely more productive.
Back away from projects that more accurately belong to/with provincial or federal jurisdictions. The IT planning department far exceeds planning departments in regional districts that cover greater areas.
The IT has gotten too big. It is time to reign in these expenses.
The Trust staff have grown unreasonably in relation to the services it provides and the area that it services. Other local governments do not only planning but also servicing with far less resources.
Call me a cynic - who listens - Not the IT that's for sure.
The Islands Trust is suffering from serious over reach into other jurisdictions that they have no authority or mandate. The IT should stick to land use & OCP services.
Please stick to your mandate of " preserve and protect" and stop advocating for " land use policies and regulations " that reduce the value of the natural environment through the destructive results of development.
There is a possibility if the Trust had a smaller budget it would be forced to be more efficient. The concept that an affordable housing rezoning application is required to spend hundreds of thousands of dollars on studies, consultants, engineers, lawyers, etc without any progress is immoral. BC Housing understands and comments that land use planning has failed in the Trust area. Although the Trust means well any increase in funding will mean an even less functional organization.
Less government, less taxes.
More information on salaries: how many employees?
I question the need for IT given the bloated, ineffectual organization its become . Reread your original mandate and let others take care of the other roles you've assumed. Your not our local government! You should reflect back and exam whether the 200 million spent of IT from local taxpayer is money well spent. I think that you are going to have to admit that as a Value for money the IT is a failure
Expenses, especially salaries, are too high. Programs should stay at same level or decrease slightly. Under no circumstances should there be an increase in the IT budget.
As stated earlier our home was assessed for 2022/23 with a 71% increase although absolutely nothing has changed. I'm a retiree and concern for marine life, sensitive eco systems, protection of shoreline, and the general beauty and preservation of the islands are key in my opinion. But to add unnecessary costly programs that don't address the real reason why people chose this special place is a waste of our tax dollars. This budget is unaffordable for average folks here including ourselves.
The Trust needs to narrow its focus to preserving what's left of the ecosystems in the gulf islands and stop trying to do the job of the existing municipal authorities. Problems such as affordable housing have nothing to do with the Trust's original mandate. Let the Province and/or the CRD solve those contentious political issues. Wherever tax dollars are already being spent on solving problems the Trust should stay away.
I believe the Islands Trust should be defunded completely because they are ineffective and fail to address meaningful issues like creating more freshwater storage, desalination and support of alternative power sources.
This bloated bureaucracy no longer serves the needs nor represents the values of our community
Taxes and restrictions are becoming to intrusive to stay on the island!

Comments on your choices in this survey (optional):
I'm quite satisfied with how things are.
stop wasting our money and doing nothing!
This survey is likely to be ignored for discussions before the "vote". The Islands Trust has been on a mission to ram this through without consultations with residents of the Islands. It's too bad the committee cannot be trusted to represent all voices.
Trick questions. Example. Regulations limit low end supply to greater extent.
Raising our taxes totally unneeded
$17,000 for a reconciliation initiative ? Seriously ?
I think the Trust is out of control and is a single focus extremist organization that should be abolished. Unlike most places in the world there is no balance between development and conservation. The anti development bias makes everyone poorer and deprives people of opportunity. The Islands Trust seems to take its intellectual leadership from North Korea. It is a disaster and ineffective and should be abolished. They would all be fired immediately in any functional setting.
Seems to take years for Island Trust to approve worthwhile projects. 10 to 12 years in some cases. One example is still ongoing and has probably cost in excess of $125,000 with no outcome.
Stop enacting policies on unceded territories!!
How do past FY expenses account for number of paid staff primarily in Local Planning ($3,848229)? There appears to be too many planning positions for 'all' of IT's area of responsibility!
Having grown up first nations and in logging and fishing families I am grateful for the protection of our islands, trees and environments that the islands trust has provided despite them being seen in a negative light by many. The work islands trusts do are invaluable and their progressive directions are commendable, however I feel funds are out of control. I see much in wasted funds. Budgets for things should be audited by a 3rd party to control wasted funds and direct them in better places. Having had family work for and on the islands trust I know of these issues. With a rapidly changing environment it is important to realize these funds are going to be needed in to many directions more quickly than before, so we can't afford waste or higher tax rates
Once again Island trust has lost sight of their mandate to preserve the island lifestyle and is becoming too controlling over property owners rights. You have moved from preservation of the life stile to direction it and We need less rather than more government control, especially when you focus primarily on the wishes of self serving special interest groups and vocal activists
we need to defund the islands trust. they are not useful and not needed
I do not feel served by the IT. You obfuscate every issue to the point where all I sense from your organization is inertia.
The Trust has taken on tasks which are not in it's mandate and is a duplication of provincial and CRD services.
That Island Trust is attempting to expand it's mandated core areas of responsibility is a nature process that must be kept in check to avoid duplication and overreach. Stick to your core responsibilities and learn to do more with less as we all must. Expansion is not inevitable it is a decision.
Reduce Spending minimum of 10%
See above.
Please seek funds from others beside residential home owners who are getting increases at every turn and will be forced out of homes at these dramatic rates of increase--every one has hand out now--all good things but we can not carry all on taxes on our only home.
Stop allowing the development of housing subdivisions. Protect the land.

Comments on your choices in this survey (optional):
Please reduce your services, In the past years any increases have not resulted in better service
I feel that the proposed budget increase is excessive when compared to similarly populated regional districts that actually do more to provide services and infrastructure for the people that live within, and also may be paying for both regulatory bodies.
I oppose all changes to the original Islands Trust mandate, and I am in favor of lowering the budgets, costs, and taxes accordingly. The Islands Trust taxation base is too high as it is; we don't get hardly any value for our tax money.
Please decrease the proposed budget by at least ten percent (10%)
Thank you for all your hard work to protect our beautiful islands from over development, and habitat loss.
Any activity outside the 'preserve and protect' should be eliminated. Preserve and protect does NOT include cultural heritage nor community sustainability nor 'affordable housing'.
Still trying to understand the policy statement changes
Islands Trust is becoming too big as an other level of bureaucracy
as always there is too much bureaucracy in Government and not a great deal of action ... too many meetings on meetings. My work career was with the BC Gov. and that is where I formed my opinions expressed above.
please be proactive instead of reactive as our community planners....promote density in town above business. work with not against other government agencies.
The increase in cost is frightening. In 5 years the budget doubelt. Staff and processes have to become more efficient. The budget should stay the same but focus can be shifted.
I'd very much like to see Islands Trust focus on planning services. Leave advocacy to other organizations.
Proposed increased permitting is outlandish
Need more funding for initiatives to preserve and protect freshwater
The Trust is a waste of taxpayer dollars. It should be disbanded, or at least get the heck out of Salt Spring. It is by far the worst thing about living on these islands by contributing nothing at maximum expense.
The IT should continue to focus funds pertaining to the already existing mandate and stop wasting money with scope creep and trying to grab power in areas already under other jurisdiction’s mandate
I can’t emphasize enough that instead of adding staff positions you look at developing grants in aid program to partner and help local conservancies achieve the preserve and protect mandate . Local conservancies have much more flexibility to match those dollars and achieve ITC objectives
Land use planning. What exactly goes into land use planning? EVERYTHING! The islands trust is supposed to coordinate this messing island world we live in. SO, let's get to it. Plan plan and PLAN.
Housing!
Staffing costs are increasing dramatically in the past 2 years- reduce staff especially for unneccessary crap like the conservancy. Do not increase taxes!!!!!
Good idea
With our current two-Trustees-per-island setup, and the Chair as the same tiebreaker for every LTC, all decisions get made as a binary with zero nuance. With staff focussed on being bylaw cops who have to memorize dozens OCPs with hundreds of pages each, I have very little confidence that any feedback or input the public gives can make *any* impact whatsoever on decisions the Trust makes -- especially not around the small stuff that matters in tangible ways to our community's evolution and

Comments on your choices in this survey (optional):
future. Heck, we have to scream at the top of our lungs to even be heard on the big stuff. But I appreciate the survey; it's a start.
The new website is much less useful than the previous version. It has an illogical menu layout and is difficult to read and navigate. There was nothing wrong with the old website.
Enough taxation
You need to find a way to stop increasing the budget every year. A little more control over how you spend our tax dollars would be appreciated. You seem to have a bureaucracy and staff which just keeps growing every year. I think your budget should be reduced by about 10% then capped. Like all govt agencies you seem to think more is better. Try living within your means for a change instead of putting your hand out for every year for more. Most if not all of your tax base must live within our means. We don't have the luxury to ask for more disposable income every year. What little I do have seem to go for higher taxes every year.
The local property taxes are much too high and we receive no services for the money we pay. No road improvements. No garbage pick up. No registered fire fighting coverage or wild fire prevention. Just increasing regulation and bureaucracy.
i support investment in our community
The Islands Trust has way over stepped its bounds. Myself and many others are working collectively to stop you.
surveys like this are helpful
The mapping (according to our planner) is inaccurate and not acceptable for variance applications. Either do it right or not at all. The increases in the budget are beyond acceptability. I await the management review to be completed and shared with the public to verify my feelings.
Island trust is not wanted!!
Stop making Bowen islanders pay for islands trust
Making a decision on what to do with various budget areas is difficult when one wants part, but not all, of certain areas to be continued and other parts discontinued/ not started at all. The options in each question are severely limited .
I just feel that a lot of what the islands trust purports to do is accomplished by other governmental bodies, such as the CRA, Parks Canada, etc. I also don't know what impact any spending by the Islands Trust will have on arresting climate change. In short, I question the relevance of the Trust.
Listen more to the needs of local communities and facilitate the growth of local economies to help them survive. Work more with existing government services rather than duplicating them. The existing budget for staffing is out of control and administration is exceeding its mandate.
Far too much money is being spent on administration and there are too many administrators.
I suspect that if IT keeps up it's beaurocratic overreach then there will be pressure on the politicians to eliminate or neuter IT. That would be a shame when IT could become more responsible with it's operations and mandate by itself.
Stop trying to stick yourself in areas looked after by other levels of government
Does this survey, very shortly before final budget decisions are made, really make a difference?
This survey should be designed with question showing the cost of each choice so people can make a balanced choice. Of course people want more services but at what cost?
Islands Trust is a socialist state that infringes upon my rights and freedoms and should be dissolved.

Comments on your choices in this survey (optional):
You have lost your perspective on the meaning of to serve & protect. You are paid by the tax payers, which means that you serve us. We do not serve you. You are not in charge of tankers in the Strait, you are not in charge of climate change. I could go on.
Please stick to your original mandate proving cite services. Why you feel the pressing need to burn through taxpayers money to promote advocacy issues that are already covered and funded by provincial and federal Government is beyond me!
Increase funding and staff support for freshwater sustainability and watershed protection.
I would like to see the Trust return to the community-based decision making that characterized its formative years. We need to reduce the influence of urban staff members. We don't need multiple staff members journeying all over the Trust area to attend LTC meetings etc. Nor do we require the deluge of long-winded reports by hired consultants wielding fancy maps, full-colour brochures etc. The recent revised Trust Policy Statement was a classic case of expensive bureaucratic bungling. Cut this type of out-of-touch swagger completely! Lean, clean, down-to-earth and relevant is what we require.
Assessment is skyrocketing. Therefore revenues will increase without tax increases.
The Trust is overstepping it’s original purpose and spending way too much money in the process
I think electronic meeting platforms going forward are very important for inclusivity and cost savings. I think the Trust should offer Hybrid meetings so that any and all may attend. i think the trust should allow more work from home options for their staff to reduce leasing expenses and travel costs.
As I am new to the Islands Trust area and its mandate, I don't have a very strong understanding of current spending levels so it's hard for me to have an opinion on them. However I am generally in support of reconciliation efforts, climate change mitigation, and stewardship education. These are very important issues to me and with my limited experience so far, I think I'd support an increase in funding to these areas.
Island Trust overlaps current Bowen Island Muni committees and community group activities.
The Islands Trust is too expensive, and ill equipped for current challenges. Time to turn things over to the Pro.a at the Regional District
Please take action on the housing crisis
The resources allocated to housing should be increased in order to meet current and future needs and not to penalize residents. Create programs that help residents improve their living conditions where they reside.
Docks, water supply, water collection, tourists, vrbo. You just turn your back on bowen
Other than the LTC the functions of the IT are largely opaque to me. But I moved to an island to be apart. I just want to IT to maintain the spirit of Preserve and Protect.
Many people can’t afford any more increases in anything these days. If the job can be done by keeping increases to a minimum for property owners that’s best.
Abolish the islands trust
Please reduce Islands Trust funding to conservancy associations and Islands Trust funding
I can see I need to learn more about how the trust operates. I admit I do not see your impact locally so to see your budget and then know that islands like Denman/Hornby are excluded from social planning processes like poverty reduction and housing needs assessments is frustrating.
There is quite a bit of overlapping of initiatives of those proposed to those already provided for by our provincial and federal governments. It was disturbing to see the lack of transparency about the draft new policy statement. The trust has lost trust!!

Comments on your choices in this survey (optional):
Please provide more details or links around specific initiatives you are seeking funding input on. There was too little here to make informed opinions.
Given the growth of the tax base the proposed increase is indefensible. Bureaucracy has a way of growing and sapping resources from the core mission of the Trust.
Stay focused on protecting and preserving the natural landscape and stay out of housing issues. We already have Provincial and Federal government for that.
Our services consist of having our garbage picked up once a year. That is it. You seem to consider all islands and areas of islands the same. We are not.
Many services contemplated by the trust are already adequately provided by federal and provincial governments.
Thetis Island residents are taxed and receive little to no benefits from the extremely high taxes that Islands Trust takes. Most of the criteria laid out in this survey are not applicable to Thetis Island in any way and we should not be charged the same as islands such as Salt Spring, etc. since we receive nothing in return for the exorbitant taxes. It is unjust and morally reprehensible for anyone in good conscience to charge such a large amount of money in taxes and give little to nothing to those who are paying. It is disgusting that we pay more than $1200 per year to the Islands Trust and do not receive the equivalent in benefits.
It seems as a senior with a fixed income and owning a home on SSI the increases never stop yet income gets eaten up by inflation and taxes. Average folks are running out of money trying to support more studies and workshops and initiatives . Property taxes are going up this year due to increased values which eats into everyday budgets. These days folks are worried about getting by with LESS taxes not more . Way to many gov fingers in this complicated pie with to few services . Don't care what gov agency responsible for what area . Reduce gov layers and lower costs so we can actually afford to live here . How do you make affordable housing when your costs and taxes keep going up ? Have decided to sell and move to a much less complicated and expensive form of gov that actually fixes roads and has garbage pickup and sewage systems as a priority rather than endless studies we can't afford to act on. Peace out.
Many services or current processes require or are time consuming and require a lot of administrative work/input. Making processes and services more effective without increasing the cost should be possible when the system/services is/are more streamlined online. Thinking out the box!
I request a across the board DECREASE in costs, taxes, funding, and a cessation of Islands Trust expansionism into housing, infrastructure, and community issues that are beyond its mandate to 'preserve and protect the environment and basic amenities'-- Saturna Island is a good example, a great example of a FAILED Islands Trust plus CRD involvement, where we have nearly '60 committees' for a population of 350, and almost all of the TAX FUNDED COMMITTEES are dominated by a few landowners, to include [redacted] These developments have contributed to a near collapse of our economy, social and cultural activities, and can't be 'blamed on Covid' as is usually the excuse around here.
Heritage preservation is overfunded
I would like Island Trust to align with their purpose and not get involved in unrelated political or social agendas.

Comments on your choices in this survey (optional):
The area/islands that the IT govern is too diverse/large and islands such as Salt Spring /Bowen requiring too much servicing/planning. The economy gained by managing many small islands together is no longer being achieved by the IT. IT should be broken into different sub zones and taxed according to the $$ spent in that zone. You currently try with special assessments but its far from equitable for small islands like Thetis who dont receive and dont WANT this excessive goverance with studies and projects which are unrealistic for our small a population.
our island services are almost non existent compared to other islands and we are bearing the brunt of severe tax increases ... for nothing.
please stick to core service and stop wasting taxpayers' money on advocacy.
My main comment is that the Islands Trust needs to stay within its mandate and stop splurging into the areas of other government responsibilities. You are wasting tax payers money.
The Trust has become bloated and is vastly overstepping its mandate. Leave federal and provincial governments to do their work; don't overlap and duplicate their work! Stick to land use planning, and reduce staff and specialists.
Property owners are taxpayers: not identified by 'full-time, part-time residents.' This is an example of poor survey preparation. The Islands Trust has somehow managed to go beyond it's scope/mandate and the time has come for this to be made known/understoon broadly in the community of taxpayers it is meant to serve, and to evaluate it's current worth in efficiency and effectiveness.
I support funding OCP review on all islands. I do not support the high cost of Task Forces on SSI which are actually OCP reviews but without consideration for protecting the environment.
The Islands Trust Area is supposed to be protected as a special area, but wasn't given anything other than traditional planning tools. This must change in order to truly "preserve and protect". IT should hire regional environmental planners, increase ecosystem protection in development applications, and focus on reducing fragmentation of remaining natural areas
During hard times like Covid has presented us with is the worst time for upping taxes. It is also not logical for islands trust to fund low income housing while doing everything they can to block people from adding rentable areas on to their property. We are planning on building and would love to have a caretaker suite for our elderly parents. But this goes against zoning. The way that the trust would see this done is that the low income person should have their own chunk of property but the minimum property size in my area is 2ha which is not that affordable. I strongly suggest the trust change the zoning to allow rental units but stipulate that the rental charge for those units can not go above 25x minimum wage +25x minimum wage per bedroom. So a one room suite would cost $750 and a two room would cost $1,140. Pricing is just a suggestion, but it should be tied to minimum wage with minimum quality and features of the suite specified. If people choose to add a suite like this, they should get tax adjustments to warrant it without it being so significant that it causes an excess of rental suites. This may mean more or less revenue for the Trust to keep that balance, but would cost much less than funding any projects. The Trust should also do what they can do to allow tiny homes and other environmentally friendly accommodation that would suit the gulf islands form and character. This should be allowed through application on any land that has sufficient water and sewage for the added density. Each application could last five years and could be reapplied for two years in advance to ensure that the low income residents have time to move out if the application gets denied. These applications could also be used as a minor income, again tied to minimum wage, for the Trust.
40 years of living on Pender has made me realize that you are doing irreversible damage to a once vibrant community. Our young people can no longer afford to live here and raise a family. The rich and wealth people are taking over because your rules aiding to dissolve our community.

Comments on your choices in this survey (optional):
Reduce costs and red tape
My hope is this won't just get tossed and these surveys will actually play a part in the decision making process.
I do not think that jacking up permit costs and tightening the bylaw chokeholds on struggling working families is good for our communities. What I'm seeing is the Trust perpetuating a gated retirement trend here, making it increasingly impossible for working families to survive let alone thrive here.
Obviously, some regulation is desireable. However the Trust has gotten out of control. See my further comments below.
The Trust needs to get back to basics and get out of the advocacy and science business. "Cooperation" with other levels of government does not mean replicating what they do. It means finding ways to work together. It includes reliance on other levels of government. The Trust needs to get back to the islands and pay attention to residents. Advancing important social causes from Victoria supported by strong advocacy from off island NGOs such as Raincoast is offensive. It belies a sense that we islanders cannot manage our own affairs. It is time the Trust worked with and for islanders rather than over us. It is entirely unclear why a staff complement of 60 people is required for land use planning and reviews of development applications on 12 island areas since Bowen is excluded. The provincial government should engage is a thorough and deep review of its core purpose. This should not be directed or controlled by the Trust directed by some virtue signaling ambition aimed at securing the responses desired to support the current and desired growth of Trust Services.
Zoning changes & land use have been decreasing while Islands Trust over reaches their authority dealing with building permits, by-law infractions & advocacy increases & increases the taxes.
There are so many projects the Trust are seemingly working on that are a lot of fluff and feel good rhetoric but in reality are just a Lot of continuous talk and no action. Cut out all the useless mandates and concentrate on what really matters to the citizens. In these difficult times of inflation, covid, etc. no one needs any tax increases, especially in light of the affordable housing problem.
Is the $141 K in election expenses an increase? If so, why? The grants totalling $769 are not guaranteed. Do you have a contingency plan if the grants are cancelled? Budget has gone from $7 million to $ 9.5 million in 8 years. Does a long term plan exist or will be subjected to more and more increases? With $ 5.7 million in salaries and benefits it seems staff are "served and protected". $367K for a new development application process should be done with existing staff, trustees, volunteers. Website improvements should be done in house.
The Trust should focus on land use planning, too much over the top advocacy work - advocacy is writing letters, not endless staff time chasing issues not within the mandate of the Trust.
Why does Island Trust not ask for input WELL IN ADVANCE OF PREPARING BUDGET PROPOSALS. Inefficiency is always expensive.
My responses were informed by my experience with the IT planning department which is bloated, inefficient, incapable of moving things forward, and wades into jurisdictions it has no business or expertise in.
We need as much environmental protection as possible
Less is more.
Thank you for the survey and keeping the public informed. In the recent past certain trust members have attempted to sneak through proposals and rush first readings. Don't do this.
The IT should pull back from wasting expenditure on advocacy directed at trying to duplicate what is done much better and more appropriately by senior levels of government. Think of being a responsible cost efficient municipality rather than dancing to the tune of Eco-activist groups.

Comments on your choices in this survey (optional):
It would be helpful to see what the CRD, the actual managers of our water supply, are also contributing to groundwater studies. Why should IT do it? Residents are seriously concerned about the ever-rising costs of pretty much everything associated with island life, on top of the notable inconveniences of power losses, ferry and supply issues, etc.
The Trust only plans and reviews development applications. Other than bylaw enforcement, the Trust is not responsible for any physical improvements or maintenance of infrastructure such as roads, bicycle trails, parks, schools, hospitals and medical clinics, paramedics, policing, fire response and the other services that make our community work.
If the IT significantly reduces environmental initiatives like the CDF studies which are based on biased science and does not use those biased results to create a lot of new costly intiatives, then all the areas of expenditure will be reduced. Do not ask for more powers from other governments which will cost taxpayers more. Only advocate to those governments the interests of the IT as mandate intends. Simplify the minimum mandate: Land Use and Advocacy and do them well first before expanding unrealistically and putting unrealistic burdens on staff.
It's time for the Islands Trust to stop overstepping other jurisdiction's responsibilities. Don't duplicate federal, provincial and regional district efforts.
I'm exceedingly frustrated with the Policy Statement updates. This initiative has indicated that the Trust intends to step outside of its fruitful purposes in several areas, including environmental policies regarding marine practices, first nation reconciliation and advocacy for policies and initiatives that are not specific to land use management. Furthermore the construction of this survey itself really missed the mark on the use of radio buttons. In the section in which respondents were asked to "Do Less","Do the same", "Do More," or "Do None", the designer should have opted for a linear graduation from on position to the other, rather than the mix of positions they chose. It's a minor inconvenience, but indicative of how well the IT works outside of its core competency.
Islands trust has gone way past their original mandate by duplicating governance in a way that unjustifiably builds up its costly bureaucracy to the detriment of each islands evolution .
Trustees need to align and work together which I don’t see happening. Maybe the Trustees need to have Trustee school and understand their roles. Hopefully with that IT will make a difference to their Islanders.
many projects are beyond jurisdiction or capacity to impact. quit asking the public what your policies are, no other government does that. trustees are elected to make decisions not ask permission. conservancies around the world raise their own funds so should yours. decide what your job is, the mandate or permitting development, can't do both. get trustees to do more work, most do nothing except go to meetings and cash cheques. get rid of staff that do little or are redundant.
Your budget and spending is CRAZY for the very little action that actually happens. So much redundancy. So much saying NO to people who have great ideas and creative solutions all in the name of protecting the "fragile" ecosystem of the Gulf Islands. That ecosystem continues on the mainland and into the USA without all the millions you are being paid. All of the grandstanding from the environmentalist extremists are very limiting to the reality of having a happy community of people working together on the island. I'm very tired of hearing all the fluff without any meaningful, productive, logical or common sense solutions. Grossly overdone studies, bylaws that are antiquated and seemingly aimed at getting rid of lower/middle class people on the island. Bylaws being used to fine and find reason to fine people, by IT peeps who go out of their way to snoop on people and find reason to make their lives hell when they are just trying to live on land they own. so no, I'm not in favor of your millions for you to sit in offices in VICTORIA and govern the islands with too many staff and not enough action.

Comments on your choices in this survey (optional):
Please reduce budget, and services.
The IT is a waste of resources.
If the trust must do mire planning consider how to reduce the number of use restrictions on private land related to existing structures and agricultural activities on residential property.
I do not think we islanders should be paying to run the conservancy. It should be a non profit. I would likely donate to it. But it is totally innapropriate to be forever to donate to it. You need to stop the advocacy for now. Stop the stupid new policy statement , learn in communicate with us (not that hard to send an email or two ?) no major increase in budget till next election! No big policy statements abs trying to expand your role till next election.
You are over extending your mandate into areas not in the original mandate that are redundant and covered by other governmental agencies.
We need affordable housing We need correct industrial zoning for local business
How much did this survey cost me?? Reduce the Trust or abolish. Get out of my taxes. Abuse of government.
The Trust is straying well beyond it's mandate, when you talk about banning things like desalinization and private docks you are actively working against those who live and enjoy these islands. "For the benefit of the residents of the Trust Area and of British Columbia" - somehow you guys forget this part.
Don't see very much attention being paid to Gabriola Island in this budget.
Do not expand the Island Trust mandate or staffing levels
The Trust needs to focus on its core mandate as per the Islands Trust Act. The trust has become increasingly gay u focused and is failing to meet its core mandate. The cost for the current staffing is over $4m per year; staffing should be reduced to the bare minimum to meet the core mandate of the Act. I do not support the hiring of new staff for areas such as endangered species, marine management, etc that are already handled by provincial and federal agencies — agencies that have the regulatory mandate, experience, expertise, knowledge and resources to do these well. Focus on your core mandate of land planning, development review, and the Trust conservation areas and get better at advocating to other agencies for all other areas.
We feel that the IT is stepping outside of its mandate and increasing taxes to do so. In my opinion, this is not an acceptable reason to increase taxes.

Question 14: Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.

- 246 participants (19.5%) of 1,256 who participated in the survey completed question 14

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
There should be No BYLAW CHANGES or Implementation of Island Trust changes, hirings or additional expenditures UNTIL AFTER the next ELECTION DATE OF FOR ISLAND TRUSTEES.
Increase set backs for new structures
Please refocus your efforts and resources on zoning, where you have jurisdiction. This includes aiding business rezoning and affordable housing.
It seems that property owner's rights to manage it's own property are evolving to the opposite direction limiting individual's freedoms and involvement. Hence, I would like to have seen if the survey also covered more streamlined questions regarding the degree of desire/opportunities/involvement/participation of homeowners on the matters regarding private property bylaws and management.
Why do we have to pay for garbage stickers when we pay for garbage pickup in our taxes?
Notwithstanding the importance of protecting fragile ecosystems in the Islands, I feed at this point in time, with ever escalating property prices and ongoing severe lack of affordable housing for low and even middle income workers and families, -many of whom have lived and worked here, providing essential services to our community and local businesses for many years already- that it would be unconscionable for our community and Island Trust government, to take any position now that would compromise the ability of any longterm Island residents, (or newcomers who are offering to provide essential services), from finding safe and appropriate affordable accomodation. I strongly disagree with any Islands Trust position going forward that would disallow secondary dwellings on ALR properties,(or require additional permits for same), or on any other non ALR properties of appropriate size (eg perhaps >2 hectares) if there is demonstrably sufficient source of potable water and a proper sewage management plan in place on those properties. Our Island has already lost workers (including those with families) who had skills that are in high demand in our community, owing to complete lack of any affordable housing options. Our community and businesses simply cannot function without these crucial community members. Many thanks for your attention to this very serious issue. I would like to state that I have been a staunch supporter of the Islands Trust over the 28 years I have lived here.
Most of the information here is on a specific issue (conservancy), when most of the issues within the islands has to do more with proper infrastructure, water, and housing. The communities at at risk of losing their identities due to a lack of support for local business, an increase in non-functioning boats polluting the waters, a rising homeless problem, and an ever present lack of access. The latter 3 issues are within the trust's purview whereas most of the former 3 issues are outside the trust's boundaries and therefore we should consider shifting some money from the trust towards the bodies of government that are able to address these issues.
Forgot to ask a direct question about tax increases. I can not afford more taxes. No to the increase in the 2022 budget.
Needed.... Massive tax increase on unoccupied buildings Massive tax increases on homes with unoccupied potential rentals (basement suites, cabins, trailers, etc). Or funds from IT to help a homeowner make a "potential space" into livable rental (ie- help to clean and fix damage within reason)

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
You forgot to ask how IT could find its way back to serving the local residents, reverse the bureaucratic overreach and assist in supporting sustainable local communities through planning. You forgot to ask about your website. All the imagery show a visions of resort communities with well-to-do retirees and people frolicking in nature. Don't you think that there are working people on the islands?
Need to allow written commentary on conservancy. This is a fundamental conflict with tax payers. Should be run arms length. The conservancy uses distorted information if not misinformation in its fund raising.
Keeping people housed, especially children.
Cost-benefit consciously focus on encouraging citizens' informed collaborative action for higher values as a core approach for the islands' success in ecological/climate-change action.
Planning priorities should include more emphasis on recreational trail and bikeway connectivity across the islands, and promoting economic and cultural opportunities.
we keep forgetting that we are all connected, and that people are connected to the environment and the environment is part of us. There is too much emphasis on protection of watersheds and shorelines, and not enough realization of how we integrate people into the solution. The protections and preservations minimize the people who are connected to the land.
See above. Like every public union sector, you have become a bloated organization with no capability to address poor performance and mismanagement. I recommend that staff read why Islands Trust was founded in the first place....and to always look for ways to bring that into every action/decision they make.
Ban on clearcut logging with strict timely enforcement is what we really need right now.
I think the trust is trying to over reach its intended purpose.
I am alarmed with the high costs of administration as well as the use of consultants, most of whom do not live on any of the Gulf Islands. I think the IT has made the mistake of many organizations in that they have over-professionalized their programs and services. When this happens, the 'heart', resourcefulness, and fluidity of an organization is diminished. Communities are strongest when they are engaged in meaningful ways. A big mistake that organizations make is assuming a lack of community engagement signifies concurrence with the status quo. Not so. Rather, seeming disinterest is more often linked to disempowerment and disenfranchisement. We need some big steps back, intelligent discourse, humility and courage as we move forward. Finally, I'm distressed and discouraged to see what I interpret as punitive approaches to bylaw infractions. This is not helping our communities on any level, it's destroying them. Such simplistic, bureaucratic approaches to solving problems only serve to create reactive responses, including fear.
YES: your budget is NOT taking into consideration the HUGE amount of additional taxes that will be coming into the coffers because of the average property tax assessments that have increased 25% over last year. WHY is this not being considered? That is why I say reduce the budget...do not increase it. Covid, loss of jobs, income, businesses under duress....HUGE mistake for the Trust to increase its budget. You must make adjustments the same as the rest of us.
I am very disappointed that the Island Trustees have gone way beyond the unique mandate that was given to them. If you want to effect social change then run for election as an MLA or an MP.
what limits do you tink should be placed on what we do?

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The attorney General has admitted that raising taxes will not pay for services and other revenue opportunities explored and other options have to be introduced . Your survey does not even address what is obvious the answer to funding what services need to be provided. You need to seek revenue and to do that your current policies do the opposite and if you do not change your minds, you will fail to provide services and you will continue to be a another contributor to homelessness, and continual decline in providing services
How about reconciliation efforts?
Yes you should have ask the following question. Are you satisfied with how the Islands Trust is being run and are you Satisfied with the currant policy's and bylaws! It is the Islands Trusts mandates that have made properties more expense. The Islands Trust is not alone one this. There are other factors. This is what we should be talking about! The more barrier you put in place the more expensive it will be come! I said this years ago at a Trust meeting and to Peter Lamb and George Ehring (bless his sole) I was told by that I did not know what I was talking about! Well I was right! So keep on the path you are going and you can double property values again with in next 5 to 10 years. Kiss our youth good bye!
Stay within your limits and the scope of the IT Act.
we don't get the services you state you offer. I have never been so disappointed in a Gov'y agency, as I am with the IT !!!!!!! You've lost your way in the real world, & we want you out of Bowen for ever !!! Thanks
When will you stop allowing foreign developers to destroy ecosystems, develop on cultural sites and watersheds, and clear mature forests with old growth trees? Please stop pretending to protect and rolling over for every wealthy developer. If you are a development arm of Victoria and Vancouver be more transparent, some people are very disgusted with the amount of ecocide and cultural genocide that you continue to participate in.
No mention of economic sustainability or support for local business.
Focus on what the the Purpose of the Trust was in 1974 - Preserve and Protect. Get the hell out of !. Reconciliation. 2. Housing 3. Climate Change.
There could be questions directly about: -Growth of staff esp with the proposed policy statement. - Generally insufficient level of public input sought. - Satisfaction with trust staff level of accountability to the public..
With increasing populations in the trust areas I am concerned about the level of local representation. Locals need more representation and access to it. In short, I think the Victoria Office should be closed and work done there should be done ON the islands and I think we need to reconsider the number of trustees elected.
You did not ask about the fairness or appropriateness of the allocation formula for cost sharing. To base this on relative property values is unfair and unjust. Bowen Island property values reflect proximity to and alignment with Vancouver property values. In no way do the property values on Bowen Island reflect any benefit from programs and services it receives from the Islands Trust which I would argue is negligible.
We need more housing for low income families that provide our island with a diverse population of workers
Make it easier for people to comply with regulations; if you add land, be sure you can manage it appropriately. Find a way to let people and land coexist. Help with intelligent housing options

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
instead of being a road block. Don't be so wedded to policy that you lose opportunities. Start accepting amenities to help the community on development applications!
I would like to build secondary housing on my 36 acres to help generate income as I grow older and to help with the housing shortage. I cannot stand the hoops you have to jump through to do this Also I have a large property, I don't like people saying I can or can't do things , such as cut a tree down. I am conscious of the environment and this world we live in. But I need to be able to use my judgment and cut a tree down without asking permission.
This budget is based on both across the board tax increases as well as increases to fees. There were no questions asked or specific information provided about fee increases. There were no questions on proposed savings. I would note the increase to enforcement last year without a plan or bylaw review was not welcome.
Fire all executive branch, bylaw enforcement, and planning dept., get rid of high priced offices and staff - have local ELECTED trustees deal only with the issues the IT is mandated to do.
There is far too little attention paid to the increasing presence of animal agriculture, something we need to be moving away from rapidly given global climate change, and finite fresh water supplies. Propping up the animal-ag centric locavore myth is counterproductive when what we need is not to be clearing more land for grazing, but greater protection of existing forest cover, finite fresh water sources and to secure habitat for wildlife impacted by human encroachment (including farmed animals).
Stick with the bylaws you currently have, inventing more bylaws that don't get enforced is a waste of time and taxpayers money
A giant, bureaucratic organization is never going to be fit for purpose in directing small, grass roots islands. Reflect on this.
Asked or not, what is meaningful to me is understanding what you do without having to wade through copious graphs and financial data. On the surface, I see very little cost/benefit to increasing your budget. So if you can justify one, please back up all the data with a clearer message of why you exist and how you make a difference. Now more than ever, people don't have the attention spans to absorb all the information you provided to complete this survey as informed participants. I know you have a responsibility to share all the data you did, but can you make your messaging simpler? We have so many new resident on our islands who have no idea what the Islands Trust does.
We need to become a municipality to have control over our property taxes to improve our infrastructure which is crumbling.
Did you notice the bias in our survey?

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The increase you propose does not reflect the retired status of many islanders who are not receiving increases in their pensions and other income - and who are also seeing other costs rising in all aspects of their daily lives. Over half of the proposed budget appears to be directed to staffing issues. Is it possible that there is too much duplication and too many administrative costs? Perhaps Islands Trusts is also undertaking too many projects at a time when we should prioritize those areas that are attainable and will really make an impact on the lives of island residents. In other words, focus spending on essential services that will really make a difference. Finally, many residents are not seeing the benefits that a significant portion of our tax dollars should be providing. Given the surpluses that have been generated in previous years, there is little evidence that the monies are being well used. Too many residents see Islands Trust as an inefficient organization which is often a hindrance (slow processing of permits) rather than a benefit to those who live on the Gulf Islands. Accordingly, I do not support any increase in the upcoming budget.
We should not have to be paying residential taxes for two governments (CRD and Islands Trust).
Many of the new initiatives proposed by Islands Trust do NOT fall within s.3 of the Islands Trust Act. Preservation and protection means just that. A 50 percent cost increase (adjusted to inflation) does not preserve our resources or is it conservative in nature. This must stop now!
Property taxes are getting out of hand. Needs to be controlled.
Tourism in the islands - this is critically important to many residents and local businesses
Believe in thinking of the future. I lived on Gabriola in the 80's and 90's. We fought for the 707 acre park. Attending meetings, etc. I have returned to live on the island full time again. Now my children are grown up and can see the benefits of what we fought for. When you are young you forget you are planning the future of a special place. We can replace buildings, but not nature.
More recycling options and trash removal like old appliances, electronics and metal scrap
You should ask whether we agree with you sticking your out of touch nose into things you have no expertise in. And duplicating other government agencies who already do most of the things you are sticking your nose In. You are a problem looking for a solution. The solution is dissolve the islands trust
Fallow deer problem as it has as much of a negative impact as we humans have.
All septic systems on HI should be checked asnd monitored. Bylaws for STVR are fine, but not followed or monitored. They should be. Summertime RVs shoukld not park on the roads and defacate in hte woods. Too much of this is happening. Bylaws are fine but should have compliance.
Options to cut the budget instead of increasing it yet again. Options to approach other government departments to let them do the work their departments were created to do instead of increasing your staff and programs adding additional layers of beauracracy and taxes onto us. How about Options to streamline your processes to reduce costs. How about to allow islands more authority in our decisions instead thereby cutting your costs.
IMO the biggest single issue that affects most of the areas in which the IT budgets money expenditures is directly related to or associated with density. Each Island community has its own
The issue of cutting trees on private property is an important one to me and I believe the trust should have no place to interfere in this issue. Thank you
Please, no more empire building, and no more policies that will lead to increased density

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The Islands Trust ORIGINAL mandate is very important. Preventing excessive development on the SGI. However expanding the Mandate as Trust Council appears to now be doing is overreach and out of its jurisdiction.
This climate change nonsense is hogwash and not to be funded
Thank you for offering this survey. Please let's focus on finding a solution to the housing crisis here on Hornby Island.
Get rid of that [redacted] water license [redacted]
Your mandate is to preserve the character of the islands. It seems your mandate has become "make the islands the preserve of the rich and entitled". Your activities have made home ownership impossible for young families and working people. You actively work against housing opportunities and economic opportunities, preserving the "environment" for gray haired people of wealth and privilege that want to LARP the bohemian fantasies of their youth. You are failing the young families on these islands.
Prioritizing the critically prioritized efforts that are most urgent with an all hands on deck approach is required. Although the climate and preservation of the islands is important for the future, there are citizens of the communities really suffering in crisis. The health of human beings need their basic needs met 1st with some stability so that they can be calmer to be able to think and discuss the strategic environmental moves for the future. All the priorities proposed absolutely should have more done however in the time we are in, it appears oblivious the issues happening locally on these islands. the immediate needs must take priority then the next steps should be voted on by each island for what to plan or act on next in certain order after basic needs met. Being a jack of all trades islands trust for a lump of islands that are diverse in people and land is difficult to be a master of whole. Is it appropriate for Islands trust to be the lead on solving the housing issue or should it be an other entity or rather be a partner to support and collaborate with ? Who needs to own the accountability for the issue fully? I feel very concerned that Salt Spring and all other islands are in an extremely dysfunctional governance structure that is doing the opposite of what I believe most would like to see. How can this be fixed? What can we do to begin doing better? Governance structure changes need to be taken seriously again in the next few years in a way that people can understand and connect well with their families and community. Thank you.
Lots. Think outside the box and at current/growing issues, like housing affordability and vacant homes in your area, pollution outside your area, the impact of tourism, and so on and so forth.
I'll read up on the budget to be better informed in the future. I'm a new resident but basically happy to get more public land for hiking, foraging etc. Would also like to see open responsible hunting programs for turkeys and deer to feed family off the land and help control population.
I think it's important that the Islands Trust stick to their core purpose, not increase bureaucratic procedures and paperwork for local residents, and not increase taxes.
who is in charge of governing the amount of mills operating on an island who is in charge of the amount of new subdivisions in Sechelt which impact the water resources who is in charge of how many trees can be cut down on a persons' property and then overall who gives the churches their tax free status while they are making monies from retreats and seminars and using ground water resources - also selling food and coffee, ice-cream, etc. while noone else on the island is allowed to why are we reliant on the BC govt for roads services - poor why are we reliant on the BC govt for water taxi service -poor
Since residents of the islands are funding this Island Trust, why aren't offices and staff located on larger islands. Instead we are being governed by an office in Victoria.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
yes. we believe a question should be asked every year if Bowen Island should continue to be a member. Bowen is experiencing major cost increases dealing with infrastructure and every $320,000 counts.
There should be an annual review re opting out of the Islands Trust. We can used the $300,000 for other infrastructure repairs.
IT appears to have been “captured” by special interest groups with an agenda of conservation at the financial and well-being expense of actual residents. Mandate is for residents as well as other British Columbians. Get back to finding a balance between the two, and stop trying to wrestle control from duly elected local councils. Proposed Mission Statement is a power grab and is unconscionable
Easier and better ferry service
I would like to maintain my right to decide what trees I want to chip down without the trustees involvement
Islands Trust seems to have little or no presence on Bowen Island except when it's time to collect tax dollars. Have lived here 30 years and can't think of any pro-active policy or program that has been implemented.
How many staff do you have employed and what are the range of salaries paid?
I am sure this survey is not going to do anything at all to take away your ability to keep handing yourselves millions of dollars out of our pockets. The residents of these islands are sick to death of the Islands Trust and we don't support your mandate in any way whatsoever.
Policy decisions should benefit the whole community not just special interest groups.
Development pressures must be kept in check. That is the foundamental purpose of the Trust. What I see on the ground indicates that the Islands Trust has an identity crisis and no longer understands what it was created to do. The quality of life on my Island has diminished, salal, cedar even song birds are in decline or dying as well, ferries have overloads, water trucks are year-round necessities. When will the Trust understand that there are limits to growth on the Islands? There should be a moratorium on new growth on at least 3 or 4 of the Islands NOW!
600k on office space when most of this work can be done from home!? 52k for a new part-time position!? Seems out of touch.
no mention of your proposals to change the edit and mandate of your unelected organization also no explanation as to why you are so heavily staffed for a comparatively small number of residents. You as an organization should be asking yourselves "why do the residents and taxpayers we purport to serve dislike and distrust us so much?".
Anything that preserves the integrity and original intention of the Islands Trust Act, for this unique area in B.C., deserves the appropriate budget expenditures, and it seems the province should be spending a lot more to support the Islands Trust.
option for an island to opt out of the Trust.
I would like the Trust to confine itself to those areas where it has clear legal jurisdiction. Stay in your own lane.
Yes! Why should we allow the Trust to continue and expand when we don’t like what it does?

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The way public engagement is framed as "education" in the question above is problematic. There is an elitism whereby the Trust bureaucracy seems to keep treating the public as if we are unintelligent and uneducated. It is as though, instead of governing *with* us, the residents, as is fitting for a small local participatory democracy, residents are to be 'educated'. There is a deep disrespect in the assumption that public engagement entails educating the public. The job of Trustees is to govern for the benefit of the residents (and British Columbians), which can only be done with our meaningful input and inclusion. Residents don't need to be educated by Staff. We need to be engaged as intellectual equals, listened to, and respected. The Trust bureaucracy would be so much more efficient if, for example, Staff consulted with the public, and listened deeply to what various factions of the public want and are saying, prior to drafting resolutions and bylaws. Then the resolutions and bylaws should be drafted from a place of having deeply listened to and respecting public input. Although the initial public engagement may be a bit costly, in the long run it is more efficient to have good bylaws and resolutions that residents feel they can get behind, because they were consulted before the drafting, and thus their desires and concerns are addressed in the draft. It is counter productive, and terribly inefficient, to either simply 'borrow' inappropriate bylaws from other jurisdictions and then have an unhappy public fighting them, or giving up in dismay and simply feeling alienated by a bureaucracy that doesn't seem to care about residents, and thus ignoring the bylaws...which is what happens on SSI.
I think you could have asked if land use planning should be moved to regional districts.
Now that Zoom meetings have become more normal, will the IT be reducing the budget for the Trust Council to travel to their yearly meetings, which incur hotel costs, ferry costs, etc, and is travel (mainly in non-electric vehicles) and C02 emissions that they likely do not need to spend/emit. I understand that there are regular tech expenses, like the budget for new computers which was listed, which would be needed even if they did not travel.
Regarding affordable housing, if the Islands Trust did not get in the way of a true empty homes tax, or even a more restrictive multiple home taxes, all of which handled by other BC departments, then affordable housing could be handled by existing housing stock. Building to catchup to affordable housing is an impossible task... but filling existing homes with fulltime residents makes sense.
I think IT needs to rethink its future and get back to its original mandate or perhaps IT has outlived its usefulness and a new governance model should be considered for the islands
Conservancy should not be funded by tax payers
How does the Islands Trust effect my life on the Island.
The questions are of too narrow a focus. Another useless survey intended to use the ambivalent results to do what it wants.
I would like to know what the Islands Trust has actually achieved. For example, has an OCP actually been implemented as designed.
No
Please do not lose the federative aspect of the Trust - this is still a unique area that must be protected in its integrity...This is what was meant by the original Islands Trust Act
Yes, the trust encourages residents to turn people in for what they perceive to be a bylaw violation. This system abuses the rights of individuals, they are considered guilty and have to prove their innocence over pettiness. How many people have been turned in because of dislike or self interest of the accuser. Put your eyes on the bigger picture of what matters for people to live here in peace! Do your own work!

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The Islands Trust has outlived its usefulness causing unnecessary duplication and and levels of governance. Four Trustees for Pender Island is totally unnecessary and bloated.
If it is within the mandate of Islands Trust much more is needed to be done about the huge increase of large commercial vessels anchored in the waters of the Gulf Islands before there is more damage done to the Island environment or heaven forbid, a major oil/fuel spill.
Thank you for your question: It is much appreciated. What is meaningful is the fact that the Gulf Islanders are required to cough up the motherload financially without ever having been given a referendum as to whether or not they wished to carry such. If the Trust is in fact operating on behalf of all British Columbians why are they not being taxed acccrdingly?
Time to rebuild our community Time to think about the workforce on this island time to increase housing and allow more density to reduce the cost of housing this is a great place to live but there are to many restrictions on ways to improve the place
You should ask whether I feel that Islands Trust is serving the communities they work for well & within their means. My answer to these would be NO.
I wish there was a way for me to print out my responses. By not providing any information on how changing other revenue sources (grants, application fees, etc) would affect the overall budget requirements I am forced to respond from the perspective that any increase in your budget is going to come on the backs of taxpayers. You must be more open to being more efficient and not spending your money on lower priority issues. (Or even just letting us and your staff know what the actual priorities are.)
We are interested in preserving a rural farming community
None
Is there a plan for you to start responding in a timely manner to Residence requesting your services? Of not, might be time to move on to another model.
Yes. Please regulate yourself into oblivion.
Paper pushing is not the answer to our issues with affordable housing and land use. It just costs us a great deal of money.
How can the Islands Trust become more involved with the provision of drinking water on Saturna Island. We have had a boil water advisory off and on for nearly 3 years - winter and summer. Isn't drinking water and water to wash (we are not supposed to take baths) as important as communication budgets?
Your strategic plan speaks to affordable housing but one of the key things missing on Bowen is housing diversity. So we have lots of value in our homes....most residents on Bowen...and when we can't maintain our homes anymore we'd like to know that there might be approvals by Island's Trust for clustered housing, townhomes, apartment buildings, attached homes etc.
Have you seen Island Trust projects or programs in your community?
I appreciate that you have asked for feedback.
There needs to be a concerted effort by the Islands Trust to operate more efficiently with fewer priorities and maintain the budget for the next 3 years at current (2021/22) levels.
Originally the cost of the Islands Trust was to be shared between all the residents of BC, the Gulf Islands being for the benefit and enjoyment of all British Columbians. Why now is the entire cost of the Islands Trust being carried by only the Gulf Islanders?

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The trust mandate talks about protecting community and that means people. I didn’t see questions pertaining to that aspect.
I used to stand up for the Islands Trust, when it was a local grassroots form of government, who held committee meetings that included the community, and checked in from time to time. It was like a flotilla of islands trying to keep each other on course, or just commiserate with how different our experiences were from the outside world. We had part time pilots (staff) to bring us into port when needed. But each LTC commanded it's own ship, within the IT flotilla. In the past decade the Islands Trust has become more centralized, and relies more and more on staff knowledge bases, which predominantly centre urban lived experience, and metrics. We are now like one big cruise liner with a whole lot of staff here to control our collective experience, to the best efficiency, and a whole lot of staff wages paid. Meanwhile, the realities of island communities change at drastic pace, everyone wants their piece of paradise! Rather than hold us together, strengthening our local communities and helping us to better steward our home environments, the Islands Trust is dividing us into classes. The IT prioritizes individual development applications, enabling some to access accumulations of financial and resource wealth. The IT provides practical supports to the real estate MARKET (lobbying for exemption from speculator's tax), while supporting anonymous complaints against neighbours, and punitive action by the growing team of BEOs. Our community diversity would be better served (including the complainant) by community justice processes, at a fraction of the cost. Colourful individuals who used to live (quite safely, thank you) on the margins, and children of our working class, live insecurely because of decades of inaction by the IT. We are on the Titanic, Islands Trust. Please get your out-of-touch city-staff out of our rural ways. Staff are locking people into steerage. Please don't repeat history. Find some good pilots to lead us back into port. Or pull ALL residents (not just first class) out of the water. Or do whatever you need to do to get our flotilla back on track. Each island already has its own vessel (OCP, LUB) as suits it. We have the solid ground of knowledge bases within our individual communities, we have only to draw on them. Or step back from your mission to "preserve and protect" our communities from other jurisdictions who may be able to help and keep us from drowning - while protecting our waters, lands and wild creatures.
HOW CAN WE GET BOWEN IS OUT OF THE TRUST
IT is a bloated self serving bureaucracy that needs to be dismantled. They accomplish little at great expense and basically make life way more complicated than it needs to be.
The Islands Trust should keep their noses out of Housing initiatives. You have no mandate for such operations
Mandate scope 'creep' is a critical issue in many government and non-government organizations and agencies. A number of the proposed activities push the boundaries of the organization's scope. These need to be curtailed or significantly limited.
Please stop this insanity and just focus on the original mandate which is to be a basic agency to preserve and protect not to regulate us the tax payers out of our homes by ever increasing taxes and mandating that each of our islands MUST all be ruled exactly the same way. We must be given the freedom to choose. What's good for one location does not necessarily work in another.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
My central concern with IT is the focus on regulation of housing density and minimum lot sizes through an increasingly intricate system of regulations intended to apply to all cases. Historically this was a result of the small-lot subdivision rush that triggered formation of IT. This focus was necessary at the time and was successful but has resulted in two probably unintended results. 1. A bewilderingly complex system of regulations that require special expertise to navigate. This requires a large staff of expert planners, alienates many landowners, and rewards professional developers who have staff, experience, and financial incentives to learn to navigate the regs in their interests. 2. Inevitably the complex regulations fail to fit many actual cases well and impede implementation of innovations to meet unforeseen community needs like expanding affordable housing, as well as reversing the suburban sprawl and habitat fragmentation resulting from build-out of 1 -4ha minimum lots whose zoning was designed to prevent small-lot commercial subdivisions. I can see that solving these largely unforeseen issues arising from IT's fundamental approach to zoning and land-use planning will be very complicated and controversial, but it seems to me that continuing to intensify the same approach is doomed. For me the central principles in reforming the system would be 1. Rely primarily on statements of principle like the Policy Statement and the OCPs as the basis for decision-making, while 2. Empowering local authorities like LTCs to develop specific plans case-by-case considering environmental protection and restoration along with immediate community needs like diversity of wealth, culture and also long-term planning to meet changing environmental, economic, and social conditions. I think the current LTC model could be improved by more reliance on permanent as well as ad hoc advisory groups, whose selection would need to be carefully thought-through: perhaps some combination of election, appointment, and screening/stratification by criteria like age, wealth, term of island residence, ...(??).
I believe there should be more consideration to new Residential docks being approved. There needs to be more federal dock space along with a new dock in Bennett Bay & more dock spaces in general. The dock at Miners Bay should have been given quite a few more spaces when it was done! I feel there is an over abundance of commercial crabbing/fishing as well. For all the tax money collected there is so many things required on the island. A dedicated trail to the ferry would be great along with proper drainage on the roads.
Why have the islands trust for a municipality such as Bowen island
You guys need to find ways to engage more working class people in your planning. Find a way to engage with working class thought leaders, and to hear their input.
Stop the expensive face to face Council meeting 4X/year. Once a year is enough.
These questions are not appropriate for Bowen Island
Please do more for affordable housing, our community is dying over here. THANK YOUUUU!
Disband the islands trust
Please understand that Bowen Island has its own governance structure and does not need another over reaching, expensive with no benefits government body. Please leave our island as you are neither needed or wanted.
I think budget reviews usually start at the top...you ,by definition,are a service organization and most such organizations are going to smaller Boards..usually 7 to 9...makes them more efficient...and saves dollars for remuneration,travel and administrative support...more importantly sets the organization tone.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
It would be very helpful to know which Trust activities overlap with or duplicate those of the Federal and Provincial governments. Climate, shorelines, marine areas, Indigenous relations etc. all seem to fall under one or other government department. Isn't land use the Trust's primary mandate?
Decisions on land use need to be made based on local knowledge and science. Not, as the current practice allows being based on the “Professional Reliance”, paid for by applicant, system. This system is broken and is driving rezoning and density increases in areas that are incapable of supporting more build outs. On many of our islands a decrease in potable water and contamination is coming from densely placed and inadequate wells and sewer systems. The islands have finite resources and can’t sustain larger populations. They do not have the infra structure to deal with water or septic problems and shortages. Moreover, cisterns are not the solution, as they are expensive and contribute to the overall use of the groundwater and their output becomes septic outfall and seepage. Due to mis-management by the Trust three Islands are over the tipping point of environmental health and this is not reversible due to the numbers of build-outs that have been rezoned in the past 10years. Removing the trees for build-outs have contributed to soil erosion and water problems. Trees hold the water in the soil and create a cooling effect to the land,while the matriarchs are a carbon synch. Following the precautionary principle a moratorium on all development Is advisable on environmentally stressed islands. Until, such time as we have all three: water, septic and eco system mapping completed, there should be no new densities approved through rezoning. Instead the “Conservancy” using “Planning Services” funds should be buying up the existing undeveloped densities for protected “Green” lands. Additionally, “caps” (housing and build out limits) must be placed on every island, based upon: water availability, potability and yields (using data based on local knowledge, water mapping and density intensity); sewage (low density, soil depth,perc, “Drastic”, distance between wells and septic need to be increased in slope and marsh areas, no septic fields placed in recharge areas); and the health of the eco-system. During mapping important data shall be collected to determine the maximum capacity of build-outs on any given island. This is where the Trust’s Budget should be spent: water, septic and ecosystem mapping, preservation and protection. Absolutely, “No rezoning” for new developments until we have all this information to guide the approval process in land-use planning. The budget for “Planning services” and land use development, including the applications process, must be reduced and a large share of this reduction diverted to the Land Conservancy. The rest should go back to the taxpayer to give them a break. During this difficult time of Climate Crisis, most islanders realize that to support and equip the “ Land Conservancy”with the essential tools that it needs to restore the eco and groundwater systems to health, and to maintain the rural nature of the islands should be the most important focus for the Islands Trust. The more buildouts the more pollution is created, creating more seepage from septic fields, that eventually, leach into the water courses during the rainy months and flow down to the ocean causing acidification. Now and into the future, preserving and protecting the environment should be the Trust’s only job and directive. If you look at your own surveys you will see that this is supported by the majority.
Addressing the housing shortage by making me evict someone due to an outdated bylaw which does not consider either the pandemic or the ability to help our fellow man (woman).

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
Bowen Island should not accept this huge budget and exit its involvement with the Island Trust.
Yes. I would like to have a robust discussion on increasing taxes on Thetis Island. Who is the best person I should contact on Thetis to raise my concern?
Not increasing housing taxes please
Increasing scientific staff within the organization.
Thank you for the opportunity to contribute.
I believe STRONGLY in environmental, ecological, sustainable living. Having additional arms of authority such as IT's confuses and muddies an already mucky relationship navigating the path of progress and environmental awareness. ITs assists in maintaining 2 camps - pro-development vs anti-development when in fact we need to work together. The fact ANYONE can report an island property owner to IT's and thus create angst and stress causes IT's to be viewed as a threatening bully group organization with too much power and not enough interest or respect for individual land owners. Very "McCarthy-era" feeling trying to be a resident knowing a fellow islander "neighbour" can report you at anytime without consequence or accountability to their action. Questions relating to the "reporting" aspect of ITs needs to be acknowledged.
Decrease your presence and taxes.. you are ruining the Islands and the future.
What do you do for Bowen?
10% LESS
Like any "organization", the primary mission or goal is self-perpetuation, and the goal of being most "useful" is lost in the background. Any private sector organization must face, and deal with the reality of eliminating non-functional work and initiatives to take on more useful ones. It is time that the Islands Trust becomes more respectful to the taxpayer and other constituents.
Most people who living in the Gulf Islands are thoughtful in their land use. They don't need a bloated bureaucracy with extremist opinions telling them what they should be doing with their land.
Stop talking about first nations reconciliation unless you are prepared to give your land away to so called first nations
Reduction of IT staff
The budget is presented in a manner that hopes to keep all of the existing programs and services. The survey does not show programs that might be reduced or eliminated to achieve no tax or budget increase. The premise is that we have to spend more to have effective government. The reality is that we do not. There is no indication that the proposed budget contains any efficiencies or tax savings. There is no recognition for normal inflation levels or the budget increase projected by other local governments. 6.1% is non reponsible and and unreasonable starting point. It is best to start at zero, eliminate or reduce existing programs, and propose new programs so that we can see why our taxes are required to increase at all. Personally, we are opposed to budget items which are handled more effectively by higher levels of senior government. Local responsibility is for the benefit of the residents.
Be realistic - the IT cannot fix housing limits. There is only so much land, combined with the IT direction in making houses smaller and harder and the increased cost of traditional housing it is time to be adaptable or back away from the initiative. You cannot fix this issue while you continue to use by-laws, OCP and increased fees to decrease population and development on the Islands.
Preserve & protect what? The IT has served its purpose. Time to let regional districts take over!
How did we feel about the IT's bloated budget increases as tax payers? Our answer would have been "Very Unhappy with the IT".

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
It was my hope that you would consider the huge rise in the rate of inflation and the fact that we are in the midst of a runaway pandemic that has reduced household incomes, and that you would put off any changes to the budget until such time as we are all living in a more lucrative world.
Reconciliation is probably the most important thing to work on at the moment. And yes I know water, housing etc are also important. But first we need to work on a new relationship with the first nations
As said by many here we pay too much for too little . Our island needs housing, roads and many other essentials and our focus and funds should be directed there rather Flaky administrative organizations unless they provide solutions. Unfortunately the IT has the reputation of saying no ,due to influencing special interest groups, rather then saying yes and facilitating what the island needs for its residents.
Stop trying to manage everything in our lives. Stop interpreting your mandate to include anything and everything that happens on the island
By what means can the Islands Trust be completely shut down? They are ineffective, divert resources from more important topics, and create more problems than they seek to address.
We need municipal government on Saltspring Island!
No
Lower your budget.
Your website is difficult to navigate around and search for specific items. Just try to find the “building permit application review form”.
More tax revenue will increase the bias to intervention
You didn't outline ideas about how IT could reduce expenditures
Island Trust seems ineffective when dealing with semi-complex issues. Also need to look at rethinking their priorities.
What is General Admin Department Cost Recovery ($2,007,726)? Why do you need over $2M in GA across all Services? How many paid staff in General Admin? $1,432,779 How many paid staff in Financial, HR & IS? $1,168,055
Yes. First nations are being included more now in islands trust issues and programs. I feel there is untapped $ via grants through first nations bands that can be utilized to not only ly include them but provide jobs to them and remove financial constraints and not impact the budget of the trust
What is the overall level of satisfaction with Island Trust services and policies?
should we get rid of the islands trust? YES
why do we spend such huge $ on multiple studies for a given topic. It often appears those in control are victims of the “ Peter Principle “.
Are you a land owner… the ones who actually pay the taxes
There is no review of farm tax status to separate the real farmers from the tax farmers which results in an unfair tax burden on the rest.
Did not address any reductions and savings to property owners and tax payers. There is an effort here to create unnecessary jobs and spending programs catering to a minority whilst property owners pay with higher rates.
You did not include the ability to comment on the provincial funding that is totally inadequate.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The objectives of the Island Trust need to be revised. The status quo of 1970 is not sustainable and should be abandoned for a more progressive "keep the island habitable for us and our children" objective. In the mean time I would like to reduce the number of bodies that spend tax money.
The Islands Trust is becoming a large bureacracy that is really focused on perpetuating and expanding its own bureacracy! It needs to be reduced in size and streamlined to be more agile and proactive.
Two areas I would like to see more resources invested in are: 1. deer overpopulation problem - advocate for more hunting 2. advocate to Province for increase in NAPTEP from 65% to 100%
You could have asked the respondents "if they approve of Islands Trustees also working on behalf and under appointment with the CRD Director Howe, as we have this case of both an "unelected CRD administrator" in the name of [redacted], acting as admin for CRD in island committees, to include our local water system of which he is neither a user [redacted]. This is clearly a 'violation' of duties, roles, and functions and a "conflict of interest". The tax payers, islanders should be ASKED specifically "DO YOU APPROVE?". Otherwise, this matter might end up in litigation in the future if nothing is done.
Can Islands Trust not do something about reducing or removing container ship anchorages in the Gulf islands. At least removing those closest to island residential properties. For many, this issue is the biggest and most distressing issue in the Gulf Islands today. Noise from generators running 24/7 and bright lights all night and dumping of pollution into the ocean should surely be addressed by a body such as the Islands Trust. At least monitor and research the situation and publish full and accurate findings and information on your website. Do they pay anything for parking here? If we can't get rid of them, the islands should at least benefit from their presence. Many of them are parked for months on end, dumping goodness knows what into the ocean. Are there any regulations protecting our environment from these vessels? If so, are they enforced? Things like this need investigating. The Islands residents are entitled to accurate and up to date information and addressing these sort of issues are something I would like to see in an Islands Trust budget. The Gulf islands are surrounded by the ocean, so what happens there affects us all just as much as what is happening on the islands themselves.
Does the IT 'serve' the people of the area of 'serve' itself? Time to think about ways to REDUCE the budget and activities not continuously looking for more things to get involved in. The people want LESS 'government', LESS taxation, LESS telling us what we can/cannot do.
oh my .. no. (he said hesitantly)
How about if the residents feel protected and preserved? IT you are our planners....we don't have any other options
Stimulation for agriculture. Making it possible for young people to live and work on the Gulf Islands, not just wealthy retirees!!
Please stop spending people’s money on things they don’t want, and then stop adding bylaw’s to every thing that happens on our islands.
Housing!
Why are the roads on Mayne worse than when you spent over $ 30000000 on them ?
The survey talked a lot about 'public engagement' as 'education' as if that is a one-way street. But the Trust has a serious credibility problem, and fails to meaningfully engaging with citizens with any reciprocity. Staff needs to include citizens in their solutions as partners, not adversaries.
Jamming this thru during Covid is not Canadian or democratic in its mindset

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The opening of all conservancy lands to selective harvesting and value added operations (sawmills) To be run and managed by the up and coming Salt Spring Forestry and sawmill operators association.
Get a real job and quite harassing islanders
Yes! Probably the most important item is the freighters parked on our doorstep despoiling our natural environment. There has been a lot of talk but NO EFFECTIVE action. What is Islands Trust doing to resolve this long-standing issue?
Our names and address. [redacted]
Islands Trust needs to stick with it's original mandate and not try and expand into many other areas that are not it's jurisdiction. The 2050 long range plan is a prime example of that, and the opposition to it, proof that it is not welcome! If it focussed on local land use issues only, perhaps it could accomplish more on issues like affordable housing in a timely manner.
Freedom to live my life without government interference.
stop increasing taxes...my pay did not go up 6%, why would I want my taxes to go up by that much?
Keep the Islands Trust in the Islands - employees should preferably live on the Islands.
Islands trust staff need to sharpen their pencil … taxes are completely outrageous for the return to the islands core services . We are already paying more than our share for the minimum services . And also the bad (lazy) attitude. As a group. A huge disappointment of late. Please get back to basics!
Did not ask about the Islands Trust Freshwater Sustainability Strategy, need more funding for that initiative.
When the Trust was formed in 1974 it was fully funded by the provincial government. If there was a $5 parcel tax on each property in BC there would be plenty of money to manage the affairs of the Trust.
I don't think climate change issues are worth spending money on since they simply clone from various government and non-governmental organizations and levels and provide no new information or utility. Freshwater and marine water are more locally pertinent issues that are more controllable. If the trust wants to reduce carbon then go electronic!
Get back to basics. Stop messing around in other jurisdictions. Abandon your quest to control tree cutting on private property. Better still stop stealing private property rights through exaggerated claims of endangered and sensitive ecosystems. The only thing that is endangered in the trust area are private property rights that you folks are stealing.
Please cease compliance and enforcement against housing related infractions, please make it easier for landowners to provide housing.
My major complaint with IT is that it takes sooo long to make any decisions. If a LTC makes a decision on land use and passes a bylaw why does that bylaw then have to be passed by the Trust Council then approved by the Ministry. It makes me wonder about the value of having IT at all....
Why is your overhead so high for so little service, you have clout use it and save bowen
Hopefully we won’t start developing these Islands as a way of making extra revenue. They are not making any more of them so don’t let’s spoil them.
I would like to see more partners between Islands Trust and the Comox Valley Regional District on projects like the Housing Needs Assessment and Poverty Reduction Strategy.
Housing on Salt Spring Island needs some serious attention - start by adding the BC speculation tax to Salt Spring and evaluating some core areas to add some "gentle density" such as duplexes. It is unacceptable to have young families living in vans!

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
I don’t know how you would address this, but the speed of government is painfully slow.
Staffing levels should be frozen and then reduced over time.
Nope
Yes. I would like the Trust to explicitly share in each budget cycle how much revenue comes from Salt Spring Island and how much of that revenue is spent on Salt Spring Island. I am not in support of SSI subsidizing the Trust when our community is so encumbered by the bureaucracy and has such limited representation on Trust Council.
Less CRD involvement with more decision making for each individual island given to that island's Island's Trust. Executive's on Vancouver Island often do not know what's best for the small islands.
I am not overly impressed with the quality of work I have seen from Trust planners and officials. A survey of the effectiveness of the Island Trust and , quality of work and usefulness would be very informative
We have been here for 3 generations and have seen changes in zoning and land use that make it impossible for the next generation to continue. Too what point?
It would be more meaningful if I felt that the citizens within the Islands Trust area had any say in how the Islands Trust operates, and the focus it puts on various things. Petty action by bylaw officers, ridiculous initiatives to stop cutting trees without permits, absurd delays and difficulties working within the Salt Spring Island bylaw 355 - everything about the Islands Trust on this island is bloated and unwieldy, all while it is administered out of a non-conforming building. It is frustrating to live in a jurisdiction where there is such a huge denial of change. It is saddening to see regulation as the only way to build sustainability, rather than looking more creatively at the evolving world. The Islands Trust, as an organization, is like a parent who wishes its children would never grow up and still views them as infants, through a hazy, unfocussed lens. We don't live in a vaccuum, and technology and improvements and awareness about environmental systems leave such a huge opportunity for the IT to truly be the novel, preservation-oriented entity it wishes to be. Instead, it is like a lumbering, monstrous dinosaur that can't evolve because it is too big to be nimble, and too self-absorbed to trust that citizens might share the vision of sustainability, but not the manner in which it is wielded over us by the Trust. The giant, absurdly huge budget to administer something that is unnecessarily complicated, is part of the problem. Throwing increasing amounts of money at a terribly run organization with terribly written bylaws and inflexible staff and operations will not create more protection and assist in the sustainability of the Gulf Islands.
You need to divulge exactly where every dollar is being sent to the residents paying these unjust taxes as they relate to each specific island. Thetis Islanders need to be shown exactly how and where their money is being used because according to your data and planning, we do not benefit from these exorbitant and unjust taxes. Remedy this and stop bleeding people dry of their savings.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
How will the trust area tackle the increasing water needs due to weather/climate? The current programs are just a drop in the bucket. A long term budget/program to improve sustainable and conserving living on the islands need to get started - e.g water tanks requirements per property. Small things are important! Water of covered sealed land(roof) has to be capture for use or slow release. Property owner should NOT get money for this but instead get a decreased property tax over the years. That should be a long term investment!! Something else would be like property owner who are or are willing to produce their own food - should be recognized in the property tax. Keep the islands nature unique! Like currently shipping/hauling all kind of soil(compost!!!), flower (and so insects all kind of gritter) and not native plants to the islands doesn't help with any sustainability effort. People who live on the island should consider it as 'living to protect'. I know any changes to the regular 'old fashion' ways are certainly difficult to implement but without meaningful changes the islands unique way will be lost in long term. Technologies of the 21st century can help - not only in communication but in monitoring and transition too. eg like ....share-your-views/ And don't forget sitting on a desk or do a meeting to find solutions are not effective ways or result in a quick fix. 'If you stand in the forest you can't see the trees because of all the trees'! Create a continuous/evolving online platform and use the help and ideas from all the islanders. A web link is only one way. Islanders are willing to form and build a sustainable future. BUT getting them together or getting them communicating is the difficult part. A good example is Island Trust survey. This has certainly room for improvement too. In the content and the way how. Shorter and bringing it to the point may get results faster. There are not many who like to read pages first to fill a few questions in a survey. But please don't understand this as criticism!! Problems will not be solved over night but the solution process need to get started.
It is clear that non elected, privately funded, special interest groups are guiding trust policy. We see what you are doing and we are watching you closely.
Please provide our community with core services - and leave the rest to the province and the federal gov't. Sadly, you are OVER reaching into areas outside YOUR skill set. This is dangerous and unproductive.
1. Make the website easier to find information. 2. Drastically reduce the size of agenda packages...who has time or inclination to read 3-400 pages?!
It seems that you are not even considering a principal of not increasing the budget year after year after year, despite the fact that many taxpayers are on a fixed or declining income and that our planet cannot sustain every government, household and business operating on the basis or more + more + more. The Island Trust does good work, but not vitally important work like other levels of government that can address real needs, inequalities and injustices. I am happy to pay more taxes that will tackle overdoses, compensate for halting old growth logging, implement meaningful reconciliation, house the homeless, etc, but not for more meetings, policies, procedures, positions etc. Thanks for providing this opportunity for input.
The new website--some improvements from before but hard to find detailed information now

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
The 75% donation to change F1 to RR zoning is extreme and does not completely do what is intended. We bought in knowing this, but the long term forestry owners were for all intents and purposes, robbed. We have horses and need a large amount of land so that they live in harmony with it. Too small of an area and they will damage the land. We want to keep it treed, want to increase diversity, and we have already put in a significant amount of effort to protect against forest fire. To keep land we need, we need to switch to F3. Since that means keeping forestry status, we actually are theoretically more likely to harvest which is not what the community wants. Putting it as residential would give it more protection but this is discouraged by the significant loss of land. Not being able to build a secondary structure or separate suite in the primary structure, even for employees or low income residents is a net loss to the community as well.
How about asking " Does the Trust represent what you see as a plan to protect your island's community and soul. "
I love everything to do with organizations buying land to conserve it. This makes much more sense ecologically, I consider that an excellent use of my tax dollars, than putting up impossible impediments for individual home owners and small businesses. Want to prepare for climate change? Hook up homes with water catchment systems and battery operated external sprinkler systems for when the fires strike. All the melted toxins from our homes would destroy these islands ecologies. How about preparing for actual climate change problems we are at immediate risk for, rather than bylawing, permitting, and taxing the working class off the islands?
The Conservancy is largely a waste of money. I know two of the biologists who either currently work or previously worked for the Conservancy and I was shocked by their high wages. I see the work they do and cannot believe my taxpayer dollars are being used in such a wasteful manner. I'm not sure how to reorganize the Trust to address the lack of value we get for the money spent. Obviously the Trust itself is conflicted and cannot restructure itself. Maybe some of the Trustees who are extremely value conscious could be tasked with how to make the Trust a much leaner and more efficient organization.
You should have asked: Is the Islands Trust supplying good governance?
By law inforcement. I would gladly pay more taxes for proper bylaw enforcement. The longer I live here the more the Island is turning into a garbage tip with people living in unsuitable shacks and trailers. Also abandoned boats, cars, garbage and trailers on vacant lots everywhere. Complaints never seem to go anywhere. The next issue coming will be the supposed "tiny home" movement already starting here with no proper bylaws or regulations controlling them. I can't get a permit to add a cabin to my acreage yet neighbours have two tiny homes on their small lot complete with auxiliary shacks and shipping containers yet pay no taxes for buildings on their property. My taxes go up yet the quality of life here goes down!
Reconciliation is being handled by the federal government as it is their responsibility. Not your mandate, Preserving and protecting en danger species is a federal/provincial responsibility.
Why is the Trust obsessed with banning desalinization? Why is the Trust not opening up rainwater harvesting opportunities?
The Trust, even with hiring, does not have the knowledge, expertise, experience or resources to take on these roles. Plus these new areas are outside the Trust's core mandate of land planning, development review and permitting, and managing the Trust Conservancy areas. The Trust should be advocating in these new areas — as directed in their Act — not expanding roles and staffing.

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
Planning is essential, but hamstringing the people who reside here is counter productive to a healthy environment. Don't forget that we tax paying humans are part of the environment and care for the environment.
Yes, By-Law enforcement has generated significant community discussion, and yet there is no mention of either a reduction in mandate, or of an appeals process that can be followed without resorting to judicial remedies. Why isn't that being addressed in the budget?
Where is the question on whether the Islands trust is a positive or negative effect on the well being of both the islands populace and environments and whether it should continue at all !
Why is there so many administrative employees in Victoria? How many of those employees make the IT home, even part time?
how does the budget actually achieve the mandate. seems it only runs a bunch of offices and pays employees really well, a lot more than most residents earn. i don't think you will listen to any of this and will carry on as you like
How is it wrong for someone to seasonally vacation rent a portion of their home as a B&B. Middle class people who serve the island should be allowed to offset their incomes by doing so. The B&B bylaw is so antiquated. Why can B&B guests not cook!? Where the heck do you think they buy their groceries and shop??? The whole idea of B&B has changed from what it once was when the concept began in Europe. I'm against home owners buying property soley for Vacation Renting, but if people own it, live there and part-time rent it to tourists - why is that wrong? If I or anyone else wishes to rent out my suite or casita part time, that is ENTIRELY different than having someone living there full time as a renter. Do a survey like other islands have done to find out how your residents feel about part-time vacation rentals. You have alienated it by your own creation. Taking a stove out of a house that is to be B&B'd is just stupid. Whether they buy dinner downtown or buy groceries, I don't see the difference. AND I will not long term a portion of my property as I don't want a full time presence, nor do I want to deal with the tentant favored BC Tenancy agreement. Been there, got burned on more than one occassion, and will NOT do it again. So removing people's ability to part time or seasonally rent out a portion of their home or or cabin/casita does not equate to a full time rental opening. AND... trees have a habit of growing back. Even Douglas Firs.
To address affordable housing, please consider supporting by other government authorities: high empty home taxes, banning stvr, and banning or severely taxing homes as investment properties. People should not be allowed to own more than one home...they are a scarce public good.
Increase Bylaw enforcement on marine water general area. The ocean is for all who live in B.C. NOT !! Just for those that drop a concrete block or anchor into a sensitive ecosystem and declare it their personal domain!!!
You guys are totally failing at communication. Maybe wait to do changes till you have fixed this problem. I just can’t understand why I have nor been sent this survey either by island communication networks or my email that I have given you so many times.
How do we get rid of the Islands Trust? Waste of hard earned taxpayer dollars. Shameful.
Why is is the office in Oak Bay? The main office should be closer to the islands (ie: Sidney) and most staff should have the option of living and working on the islands where their wages and families would support the local economy. Our taxes go off island and those funds are stripped from our economy - at least the Province and CRD hire people on the islands and we see the money circulate locally. The Trust takes money from the islands and spends the money elsewhere - how in any whay is this in our best interests?
The IT culture needs improvement. End the we/you attitude. I hardly ever hear anything from my local Trustees!

Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.
If you really want to do something about ground water protection then look at a program that would provide existing well dependent dwellings with rain water collection systems. A solution is required to provide affordable housing. Both these issues are problems that impact all islands and should be made a high priority. I certainly don't feel that I am getting my money's worth from our Islands Trust. I do not want my taxes increased.
Advocacy, legislative services and climate initiatives are all done by regional districts...the trust is just duplicating services and wasting our tax dollars. Land use planning is the job...LTA projects are wasteful.
Yes you didn't mention anything about how you continue to shut down small home based businesses while your own office is not zoned to be where it is and has used more than the allowed TUP's. You need to act on that and move offices or issue the same amount of TUP's that you continue to use for your location on saltspring island
How about the number of Trustees and the associated cost for expenses. The number of Executive Members and their associated remuneration. The number of staff, their roles and responsibilities, and their total cost per individual (I.d., salaries,benefits, expenses).
Are you a land owner within the Islands trust, or a resident.

Thank you for taking the Islands Trust proposed budget 2022/23 survey!

Gathering input from the people we serve helps us to understand different viewpoints. Your contribution to the budget process is greatly appreciated!

Send Us Feedback Anytime

We'd like to hear from you! Any time you'd like to give us feedback, go to: https://islandstrust.bc.ca/contact-us/share-your-views/

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Want to stay up-to-date with slands Trust and Islands Trust Conservancy? Sign up for news and information at: https://islandstrust.bc.ca/subscribe/

Islands Trust 2022-2023 Budget Proposal

Comments Received from the Public from October 27 to Midnight February 6, 2021

For distribution to Financial Planning Committee (February 16, 2021 meeting) and Trust Council (March 8- 10, 2021 meeting)

The Islands Trust received 30 comments by email. There were no handwritten comments received. All personal information (e.g. address, email address, phone number) has been removed from the attached. Where the commenter's island was known, it was added. Capitalization and spelling have been retained as received.

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1. From: john and pat Hutchinson[redacted]
Sent: Wednesday, October 27, 2021 12:28 AM
To: sirramembers@freelists.org; Peter Luckham <pluckham@islandstrust.bc.ca>; Paul Brent [redacted] Lee Middleton [redacted]
Cc: MAH.minister@gov.bc.ca; Trustees <Trustees@islandstrust.bc.ca>; john.horgan.MLA@leg.bc.ca; murray.rankin.MLA@leg.bc.ca
Subject: Re: [sirramembers] FW: Islands Trust Budget 2022/23 Resend with correct email address for Peter Grove.

We have owned property on Saturna Island since 1992, moving here as permanent residents in 2009 and have witnessed this "budget creep railroad" as well. We agree with Dave Paton and are at a loss to understand how raising a budget by 12%, hence a tax increase, makes for affordable housing. Cost of housing is now impossible for young people and all levels of government taxes/fees/permits and regulations share a big part of the problem. In our opinion, the Trust has lost its way and you only need to look at the trusts DRAFT REVISIONS to the 1974 policy mandate to understand that if any part of the proposed concept is approved "budget creep" will become a runaway train. While we understand the 1974 concept and agree with the original idea, reality is, that should the Islands Trust be authorized to expand its control and authority as another level of government, duplicating services already in place, the effect will not only create a need for more staff (dollars) but also destroy the history of each Islands' unique characteristic by mandating a one shoe fits all. We believe the Islands Trust should be a guiding light and if there's a specific problem, then each Island must be given the facts/information to make local changes necessary to their own local official community plans. Trust council has the ability to do the right thing but if not then the provincial government must step in.
Pat and John Hutchinson
Saturna Island

2. From: Dave Paton [redacted]
Sent: Tuesday, October 26, 2021 16:45
To: 'grove@islandstrust.bc.ca'; 'pbrent@islandstrust.bc.ca'; 'pluckham@islandstrust.bc.ca'
Cc: 'MAH.minister@gov.bc.ca'; 'lmiddleton@islandstrust.bc.ca'; 'trustees@islandstrust.bc.ca'; 'SIRRAMEMBERS@FREELIST.ORG'
Subject: Islands Trust Budget 2022/23

Dear Friends,
I've just read the minutes for the Financial Planning Committee meeting held on 20th October and was particularly dismayed at the damning briefing from the Director of Administrative Services in "Considerations" on page 10 of the agenda – see below in italics.
We've owned a property on Saturna Island for 12 years and in that time IT budgets have increased at a rate roughly 4x that of CPI – having doubled in the period. The population the IT services has remained broadly static and on many of the islands it has actually decreased. The IT core responsibility of land use management hasn't changed significantly since the organisation was created, what has occurred is a steady mission creep into areas outside that core function. This expansion has created a bloated bureaucracy that has dabbled in matters more appropriately (and better) handled by senior levels of Government. At times it seems as though we are paying for an activist environmental NGO to (not) run our local government!
Every year the IT budget disguises planned spending increases using the subterfuge of dipping into reserves, all while claiming that they have managed to keep tax increases low to flat. Every year islanders challenge this "smoke and mirrors" accounting trick but nothing changes – well – until now! I must applaud the refreshing honesty of the director in spelling out in such clear terms the nature of the budget adjustments and admitting the reserve has finally run dry and that something has to give.

I'd heartily agree with the director that a consequent tax increase of 12% is untenable. What has to give is a radical overhaul of spending on activities out with the IT mandate. The budget formulation is at an early stage so there is plenty of time for a radical cull.
I await with bated breath.
Dave Paton
Saturna Island.

https://islandstrust.bc.ca/document/financial-planning-committee-regular-meeting-agenda-4/
"The current draft 2022/23 budget generates significant tax increases not seen at Islands Trust in recent history. While growth of the budget is a contributing factor to these current tax pressures, the single largest contributing factor is the lack of excess surplus funds in the General Revenue Surplus Fund (GRSF) to draw on as a revenue source. Islands Trust has a history of funding ongoing operations using excess surplus funds, a model that has been previously flagged by staff as unsustainable. To give context, the previous year 2021/22 approved budget included a draw from surplus funds (excluding special requisition reserve funds) of $577,660. If this same amount of $577,660 was available to include as revenue in the draft 2022/23 budget, LTA tax increases would be 3.72% versus the current 11.88%. Large draws from surplus in the budge thave historically kept tax increases 'artificially' low. Forthcoming financial forecasts prepared with second and third quarter financial reports may project savings in the current year that would potentially provide for some available excess surplus funds for use in the 2022/23 budget year. However, relying on this outcome is ill advised as current spending trends do not suggest this will transpire. In addition, continuing the trend of supporting annual ongoing budgets with surplus funds will not alleviate tax pressure concerns, but will simply delay them

into future years. Staff recommend that if current tax increases are not palatable by trustees, that careful consideration of spending reductions be undertaken, and that clear direction be provided to staff on where to reduce budgets. "

3. From: gavin coford [redacted]
   Sent: Sunday, November 28, 2021 4:05 PM
   To: EC <ec@islandstrust.bc.ca>; Sue Ellen Fast <sfast@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>; Dan Rogers <drogers@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>; Paul Brent <pbrent@islandstrust.bc.ca>
   Subject: Biocultural and Housing diversity business case for Gabriola Island TAX requisition

   Dear Islands Trust

   It has come to my attention that a group on Gabriola Island including the local trust committee has proposed a potential tax requisition.

   The requisition is for a position of co-ordinator for a program that in the opinion of the housing working group and the LTC would fulfill the task of (and I quote the report from the Gabriola LTC November 25th agenda) ”Three fundamental issues that no single agency or governments has been able to address effectively: Housing options, Biodiversity and freshwater protection, and meaningful engagement with First Nations.”

   I am opposed to this Tax requisition on the basis of all of the aforementioned issues as presented by the working group are already within the purview of the local bylaws in place through the Islands Trust planning department ,LUB ,OCP, seems to me the position would be a redundancy and a burden on the taxpayer for the next 10 years as outlined in the funding request. There has been no advertising in the local paper or notice given to the public regarding this matter other than in the agenda of the Gabriola LTC, in my opinion this shows a lack of transparency to the taxpayer.

   Yours Sincerely
   Gavin Coford
   Gabriola Island

4. **From:** [redacted]
   Sent: Thursday, December 16, 2021 2:02 PM
   To: Budget <budget@islandstrust.bc.ca>
   Cc: concernedsresidents@gmail.com
   Subject: more taxes but less revenue to deal with climate change and support the islands and the residents

   Island Trust: You obviously have not heard that some cities in Canada have listened to their beleaguered residents and businesses who demanded property tax relief for the New Year. Please, you need to back off on increasing taxes unless you are willing to allow commercial and private commerce to proceed. You cannot have it both ways. Surely this does not have to be explained. Common sense needs to prevail. I do not mean to be disrespectful but the positron that you have taken so far is not defendable. Yours truly Peter Jefferson [redacted] SSI.

5. From: Mairead Boland [redacted]
Date: Mon, 3 Jan 2022 at 15:15
Subject: Significant change in response seen in budget surveys 2019, 2020, 2021
To: <execadmin@islandstrust.bc.ca>, <drogers@islandstrust.bc.ca>, <trockafella@islandstrust.bc.ca>, <kstamford@islandstrust.bc.ca>, <pluckham@islandstrust.bc.ca>, <dmorrison@islandstrust.bc.ca>, <lpatrick@islandstrust.bc.ca>, <grove@islandstrust.bc.ca>, Paul Brent <pbrent@islandstrust.bc.ca>
Cc: Islands2050 <islands2050@islandstrust.bc.ca>
For the attention of:

The Islands Trust Financial Planning Committee (FPC)
Islands trust Executive administration
Copied to: Islands2050

To whom it may concern,

Are you aware of the significant trend evidenced by the responses to the Islands Trust public feedback surveys (2019, 2020, 2020) on the budget?
As you know responses are collated by staff for the Feb FPC meeting and the reports are here (look under budget) : https://islandstrust.bc.ca/whats-happening/surveys-and-polls/

I analysed the responses for the question "What Budget Principles do you Support".
The question and possible answers are described below.

These data clearly showed the following:
Respondents who wanted taxes INCREASED ***DROPPED*** (from 39% to 20%)
Respondents who wanted taxes DECREASED ***ROSE*** (from 12% to 20%.)

Respondents who wanted NO INCREASE ***ROSE*** (from 50% to 70%) (Sum of those who wanted taxes "decreased" and "keep the same")

In my opinion these data indicate that people are increasingly dissatisfied with the expenditure(s) of the Islands Trust and that they want NO INCREASE in taxes.

Please take account of these surveys and respond to your community,
Thank you,
Mairead Boland

Attached is a screenshot of the data extracted from the surveys with the trends highlighted.

This question was asked in each of the surveys:
What Budget Principles do you Support? Choices were:
Increase taxes to add new programs/services or to improve existing services or programs
Keep taxes the same to maintain staffing, services and programs at current levels
Keep taxes the same, but decrease spending in some areas while increasing spending in other areas
Decrease taxes by reducing services and programs from current levels
Don't know / other

Response to Q 3 from Islands Trust Budget Survey: What Budget Principles do you Support?	2019/20 Budget Feb 2019	2020/21 Budget Feb 2020	Change in response		2021/22 Budget Feb 2021	Change in response	
INCREASE	38.80%	33.06%	-5.74%	↓	20.34%	-12.72%	↓
NO CHANGE	11.76%	15.72%	3.96%	↑	17.43%	1.71%	↑
NO CHANGE	28.24%	31%	3.19%	↑	33%	1.38%	↑
DECREASE	12.35%	15%	2.34%	↑	20%	5.41%	↑
Don't know	3.53%	5.10%	1.57%		9.32%	4.22%	
Sum of No Change and Decrease	52.35%	61.84%	9.49%	↑	70.34%	8.50%	↑

6. From: Neville West [redacted]
   Sent: Monday, January 10, 2022 12:28 AM
   To: Budget <budget@islandstrust.bc.ca>
   Subject: 22% increase over 4 years is outrageous

   There seems to be a 'dream team' running this outfit. I know of no other agency hiking fees to this extent while providing the same level of service.
   The ideas bei g pushed by trustees amounts to equity theft not just from individuals but making the community as a whole by reducing sq footage meaning bathrooms get axed. There are many ways to cut your costs including using zoom to meet instead of paying trustees to travel and use ferries. That is oh so yesterday.

   Neville West
   [redacted]
   South Pender Island
   [redacted]

7. From: Marty Evans [redacted]
   Sent: Monday, January 10, 2022 6:48 AM
   To: Budget <budget@islandstrust.bc.ca>
   Subject: Budget Increase

   Hi
   I am a full time South Pender resident. I am appalled at the budget increase proposal.
   To have a budget increase of 22% over the course of one term is beyond crazy.
   It speaks to an organization that is running out of control.
   The Islands Trust mandate is strictly land use.
   There should be a five year freeze on any budget increases for the Islands Trust. The budget has already grow way too large for what the Islands Trust is supposed to do.
   Get back to your original mandate, cut staff and lower our taxes.

   Best regards

   Marty Evans

8. From: Kristina Peszel[redacted]
Sent: Monday, January 10, 2022 6:50 AM
To: Budget <budget@islandstrust.bc.ca>
Subject: Proposed Budget Increase

Hi there,

I am a full time resident on South Pender. I do not approve of another budget increase. This proposed increase of an additional 5.16% will mean the Total Operating and Capital budget would increase by almost 22% in **one term.** This is completely unacceptable. This budget is for Land Use Planning only. You need to work within the increases already approved in the prior years of this term.

I don't know of any other operating body getting such large increases without community input and full disclosure well in advance and with the community having the ability voting on whether or not to pass.

Cut back your expenses and projects. Regarding projects like the Draft Policy Statement, the community did not ask for, nor approve of outside consultants to be hired, we asked for community engagement on developing the policies. Instead of spending more money, listen to us.

Kristina Peszel

9. Date: January 13, 2022
To: Islands Trust Council
From: Maxine Leichter, Salt Spring Island
Sent Via Email: budget@islandstrust.bc.ca
Regarding: The Budget

This letter is to urge you to reduce the budget so that there is no increase in taxes. Below are suggestions
of where to cut back:
• Less studies and reports. This is not a substitute for action. An example is further study on climate change. It is obvious what our LTCs can do about this; although granted not much.
• To much staff time is spent on "advocacy", i.e. asking other levels of government to make difficult decisions to protect the environment. Also difficult, but more effective, would be for LTCs to use their existing powers to pass bylaws to protect the environment of the Gulf Islands.
• An inordinate amount of staff time is spent on revising the Trust Policy Manual. Do other local governments have hundred plus page policy manuals that they continually revise to account for every detail of their activities? Whether or to what extent, this is needed, should be considered.
• The need for publicity about the Islands Trust is a bottomless pit. Do not increase expenditures on this item but rather emphasize activities that are most effective.
• Put OCP and LUB reviews on a set schedule so that each island gets their fair chance.

The Islands Trust has strayed from its legislated mandate by interpreting "environment" to include "people" and interpreting "unique amenities" to include "communities" which means "human made development". These interpretations are obviously at variance with the common-sense meanings of these words in the legislation. Trustees should not bow to the pressure from individuals or groups promoting their immediate personal needs over the long-term protection of the Trust Islands.

The budget should not be increased until it supports the legislated mandate of the Islands Trust.

Furthermore, the process by which the public is asked for their comment is inadequate and frankly insulting. Sufficient time was not given to publicize the comment period and the budget is not available in sufficient detail that the public can suggest which items to add or delete. I couldn't find anything on the Trust website about the budget. If this information is that hard to find, it might as well not be there. I applaud the community member who pointed out that last year, even when the majority of comments on the budget were to reduce or at least not increase the budget, the budget was still increased. Ignoring public input extends beyond the budget. The majority of comments obtained through the original outreach for the Trust Policy Statement, favored protection of the environment. Yet this was ignored. To ask for people's opinion and then ignore the majority of the responses, is harmful, not only to the reputation of the Islands Trust but is harmful to the reputation of government generally. It results in people losing faith that their government is responsive to them. If you do not intend to follow the majority of requests, it is not a good use of funds to ask for public input.

I urge you to turn over a new leaf, show good faith with the public and cut the budget so no increase is needed. This would be a positive step towards improving public confidence in the Islands Trust and its outreach programs.

10. From: Austin Davies [redacted]
Sent: Friday, January 14, 2022 10:28 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: taxes

To Whom it may concern,

I would like to register my opposition to planned 2022 budget increase for the Islands Trust. As a full time resident and farmer on North Pender Island for the last 8 years, I have seen burgeoning bureaucracy with little positive effects on the islands. I fear increased taxes are making this island only accessible to elites. I fear my children will not want to make their home here. I fear the working class are being pushed out. And I am angry!

Sincerely,

Austin Davies
[redacted]
Pender Island
[redacted]

11. From: Marjorie Gang [redacted]
Sent: Saturday, January 15, 2022 8:21 AM
To: Budget <budget@islandstrust.bc.ca>
Subject: suggestions re. the 2022/23 budget

To the Financial Planning Committee:

Thoughts about the 2022/23 budget

(If my thoughts about this are taken as seriously as my comments to the Executive Committee re. public engagement were, this is a waste of my time and energy, but anyway…)

The cost of the Islands' Trust is too high, its programs expanding out of control, its connections to the communities it's supposed to serve increasingly hostile.

Some thoughts about the budget could be scaled back:

Three-year moratorium on new hires.

Three-year moratorium on sponsorship applications other than Indigenous cultural ones.

Two-year moratorium on hiring of co-op students.

New projects for RPC/LTCs should be achievable in one fiscal year or deferred or dropped acknowledging that a new LTC/TC may have different priorities.

Planned work should be reduced to account for a 'shortened' year due to elections taking place in November 2022

Development application fees should cover a much larger share of the actual processing costs.

Development applications formerly processed through the Capital and Nanaimo Regional Districts (and maybe other RD's) shouldn't require pre-approval from the Islands' Trust.

Cost-saving recommendations from the governance review should be implemented.

LTC projects should prioritize using staff, not consultants.

The Climate Indicators Project should be dropped as potential results re. global environmental impacts from one-half of one percent of BC's population couldn't justify the cost. The IT should publicly acknowledge its limitations in addressing this global problem.

The Freshwater Sustainability Strategy should be scaled back to the scope of the freshwater policy of the most progressive of our 7 Regional Districts, rather than the IT positioning itself to be "the most progressive regional government in British Canada (typo?) and indeed the country." (Econics Consulting, 2021).

Limit of $5,000 to be awarded to community environmental initiatives authorized by Bill 26. These to be decided by community referendum. If community groups need additional funding, they should seek it through environmental organizations grants.

No more than one Planner and one Regional Planning Manager and a recorded should ever be allowed to attend a regular LTC meeting, in-person or electronically.

Numbers of Planners on staff should parallel numbers of Planners on staff in other jurisdictions of similar population.

Numbers of staff attending committee meetings should be limited.

More trustees are needed to promote democracy. Islands with over 1000 residents should have three elected trustees, and islands with over 4000 residents should have five. There would then be no need to have Executive Committee members serve as ties-breakers on at least 6 of the islands, and so EC members shouldn't attend those meetings. The elected LTC Chair could report to the EC.

Elected trustees should serve as communication specialists, and the full-time Communication Specialist position should be dropped. At least three LTC meeting in each year should be replaced by a "Trust café" session, on a weekend or evening. These should serve coffee and cookies (or whatever), play music, other friendly things, and the trustees should explain in plain language what's happening in the IT, including controversial issues and costs of programs. Trustees should include explanation of the governance structure of the IT, its jurisdiction, and what projects/problems are ongoing on other islands and how their LTC's are coping with them.

Mapping initiatives should reflect need, not technological capability. If maps duplicate those made by other jurisdictions, the IT shouldn't make them. If they haven't been used for meaningful on-the-ground work in a year, they shouldn't be updated until a need arises.

No public money should be spent on advocacy letter-writing to higher jurisdictions.

No staff time should be spent on paperwork exercises re. affordable housing that don't directly generate new affordable housing.

The words "unique amenities" should be dropped from all IT language, too be replaced by "environmental, social, and economic amenities."

Sincerely,
Margie Gang

12. From: Mairead Boland [redacted]
Sent: Tuesday, January 18, 2022 2:52 PM
To: Sue Ellen Fast <sfast@islandstrust.bc.ca>; Michael Kaile <mkaile@islandstrust.bc.ca>; Laura Busheikin <lbusheikin@islandstrust.bc.ca>; David Critchley <dcritchley@islandstrust.bc.ca>; Scott Colbourne <scolbourne@islandstrust.bc.ca>; Kees Langereis <klangereis@islandstrust.bc.ca>; Dan Rogers <drogers@islandstrust.bc.ca>; Tahirih Rockafella <trockafella@islandstrust.bc.ca>; Jane Wolverton <jwolverton@islandstrust.bc.ca>; Kate-Louise Stamford <kstamford@islandstrust.bc.ca>; Alex Allen <aallen@islandstrust.bc.ca>; Grant Scott <gscott@islandstrust.bc.ca>; Peter Johnston <pjohnston@islandstrust.bc.ca>; Timothy Peterson <tpeterson@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>; Jeanine Dodds <jdodds@islandstrust.bc.ca>; David Maude <dmaude@islandstrust.bc.ca>; Benjamin McConchie <bemcconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>; Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>; Paul Brent <pbrent@islandstrust.bc.ca>; Lee Middleton <lmiddleton@islandstrust.bc.ca>; Cameron Thorn <cthorn@islandstrust.bc.ca>; Steve Wright <stwright@islandstrust.bc.ca>; Doug Fenton <dfenton@islandstrust.bc.ca>; Budget <budget@islandstrust.bc.ca>; Executive Admin <execadmin@islandstrust.bc.ca>
Subject: Islands Trust Budget 2022/23 - Citizen Survey results and analysis.

Attention:

- Financial Planning Committee
- All Trustees
- budget@islandstrust.bc.ca
- execadmin@islandstrust.bc.ca

Attached: as of 2pm Jan 18th - *Citizen Survey Pie Charts* in Powerpoint and *Citizen Survey Results and Comments* (sorted by response) in pdf.
Here is a link to the RESULTS of the Citizen survey.

In summary - a large majority of islanders want the budget, expenditures, taxes, to be reduced through the reduction of services and programs.
Each of the 3 IT surveys and this citizen survey show similar results - with a trend upwards for those who want a DECREASE.

Each of the past 3 years (2019, 2020, 2021) Islands Trust (IT) has conducted a public feedback survey on the budget.
I have 2 principal issues with this annual survey:
(i) It is conducted too late in the budget planning cycle to have any effect on the budget. It is presented to the Financial Planning Committee (FPC) at the last meeting of the cycle - 10 to 15 working days before the Trust Council adopts the budget in March.
(ii) The results are not analysed nor synthesised - and they are not used as a guide to developing or adjusting the budget.

After my delegation in Dec 2021 to the Trust Council, when my request that IT use last year's results was disregarded, I decided to conduct a Citizen Survey based on the central question asked in each of the IT past surveys.
"What Budget Principle do you support?"

These results would be available to the FPC on January 19th - a month before the usual IT survey results are presented. The survey was widely advertised on island Facebook sites, on posters on bulletin boards, in newsletters, the Driftwood, the Grapevine and sent to those who subscribed to be informed of such things.
499 people from across the islands responded. 303 islanders commented.

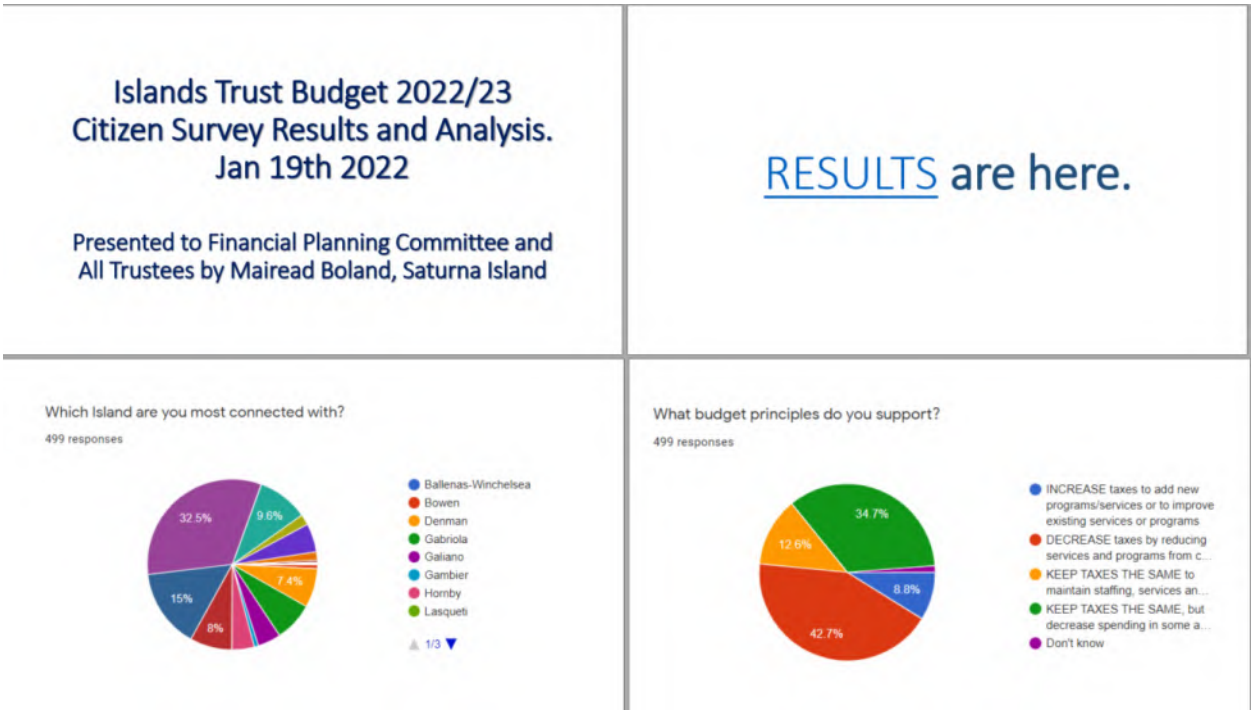
RESULTS are here.
There are several messages to be taken from the results but the most important are these.
43.7% want a DECREASE - up from 12.35% in 2019
8.8% want an INCREASE - a fall from 38.8% in 2019

To reiterate **-** a large majority of islanders want the budget, expenditures, taxes, to be reduced through the reduction of services and programs.
Each of the 3 IT surveys and this citizen survey indicate similar results - with a trend upwards for those who want a DECREASE.

I urge you to take account of the wishes of the islanders you represent,

Sincerely,
Mairead Boland
Saturna Island

Attachments:



Timestamp	Which Island are you most	What budget principles do you support?	Do you have comments on Islands Trust budget and expenditures?
2022/01/04 5:13:23 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Excessive spending, projects well outside IT mandate, overstaffing - IT has clearly lost its way.
2022/01/04 5:20:41 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	They are not managing their current fiscal mandate and therefore should focus on reducing their mandate and managing that properly
2022/01/04 5:26:26 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	I am very unhappy with government expenditures. As property values go up, taxes should be decreasing at the very least. Preferably IT should cut a great deal of their unnecessary programs and services.
2022/01/04 5:27:35 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Eradicate it.
2022/01/04 5:34:40 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Until Trust management actually deals with the organization's gross inefficiencies, any other bone they try and throw us is meaningless economically speaking.
2022/01/04 5:35:54 pm GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	THis is an overfunded organization that intrudes on local issues and is out of touch with Islanders.
2022/01/04 5:45:39 pm GMT	Keats	DECREASE taxes by reducing services and programs from current levels	IT should not reduce planning services. They should reduce all programs, especially those the IT has no jurisdiction over.
2022/01/04 5:49:29 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	IT should not reduce planning services. IT should reduce programs especially those it has no jurisdiction over.
2022/01/04 5:53:22 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	

2022/01/04 6:07:07 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	The Islands Trust should be dissolved and Gabriola Island governed by the Regional District of Nanaimo. A Community Plan specific to Gabriola Island would be more than sufficient to maintain the unique character and needs of the community and environment. Change is needed if money is to be saved. This fourth level of government is redundant, financially wasteful, and ineffective.
2022/01/04 6:30:07 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The Islands Trust must hear their constituents and respond. The core mandate of land use management has been sidelined. The Islands Trust should retreat from attempts to extend their scope into areas managed by other authorities.
2022/01/04 6:37:33 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The Islands Trust needs to evaluate which services and programs are part of its core mandate, and remove those that are not. With those that remain, competent systems analysis should be applied with a goal of providing high efficiency in their delivery.
2022/01/04 6:39:35 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Stay in your lane! Land use planning.

2022/01/04 7:03:18 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	The real cost issue is the burgeoning staff levels - 59+ FTEs, and counting. Playing around with minor expenditures without addressing staffing will not materially reduce the budget / costs. It seems highly likely that the wage increase with the BCGEU effective April 2022 will be larger than the currently projected 2.0% incorporated into the budget. Added to this is a 3% "step" increase for the majority of BCGEU members. So, if we look at a 4-5% staff cost increase in the budget, suggesting that the Trust reduce non-staff expenses will do little if anything to achieve cost efficiencies. It is time for a hiring freeze that lasts several years. No new positions should be approved, and in some areas staffing should be reduced. For instance, why are so many planners needed. On a per capita basis it is unlikely any jurisdiction in the province, and possibly the country, has as many planners. Additionally, the Trust Area services staffing level is excessive as it focuses on advocacy and programs that are, frankly, addressed by other levels of government and are questionably being subsumed into Trust activities. We now hear the CAO saying these costs are "line items" and they are not debated or questioned by Trustees. It also seems unlikely many Trustees will take a stand and address the budget since each seems to have a pet project. These then all get added together and little in the way of prioritization is actually achieved. All to say, time to halt the growth in tax requisitions
2022/01/04 7:09:39 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Unacceptable growth in out-of-scope activities and concurrent expenditures in the last 15 years compounded by almost no population growth throughout the islands up until the pandemic.
2022/01/04 7:10:04 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Defund The Island Trust!

2022/01/04 7:11:45 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	It's unfortunate the the IT will be requesting public feedback on the 2022/23 budget before the public can see the recommendations from the Government and Management Review report. Likely the Governance review will note significant over-staffing and inefficiency in the Planning Department, and initiatives far beyond the IT's mandate in the Advocacy Department, with lack of any verifiable results. This should be considered before any new budget is adopted, and should inform public feedback on all future budgets.
2022/01/04 7:13:00 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The islands Trusts continued budget increases is out of touch with the fiscal reality of the area that the trust purports to service.
2022/01/04 7:21:07 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	Too expensive! We donâ€™t need so many â€œplannersâ€. Time to get real about the expense.
2022/01/04 8:00:53 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The IT is a bloated bureaucracy that spends most of its budget on activities totally unconnected to its core responsibilities as our municipality. It wastes a fortune on attempting to duplicate services better provided by both Federal and Provincial authorities.
2022/01/04 8:42:10 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	They spend far too much money on their studies & accomplish little to nothing. I, for one, am tired of paying for nothing.

2022/01/04 8:45:44 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	DECREASE - I do not believe that the Islands Trust is currently acting the best interest of the population it is mandated to serve. Advocacy work, Inter-departmental Gap analysis, and pursuit of the new Policy Statement are significant disconnect points between the residents/affected people and the bureaucracy/elected officials, and another election cycle should be used to re-align before any budget growth is allowed.
2022/01/04 9:28:57 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/04 10:01:26 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Those that you serve do not agree that you have the mandate to add new programs/services when the existing service level is already poorly managed.
2022/01/04 11:52:26 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	People want too much of everything
2022/01/04 11:58:21 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 12:02:15 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	end LTC projects, end LTC funding of local NGO's
2022/01/05 3:03:34 am GMT	The entire Islands Trust Area	DECREASE taxes by reducing services and programs from current levels	The number of staff (60 plus) far exceeds all other local governments of similar population and size and is totally unreasonable especially as the Trust only deals with land use planning and not services as other local governments do. The Trust is exceeding its legislated authority at a great cost to tax payers and this needs to stop.
2022/01/05 4:07:05 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Too much money is being spent.
2022/01/05 4:32:01 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	

2022/01/05 7:57:19 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Can't see that they do enough to warrant such a large budget.. Do we really need all the people who are involved in Islands Trust or is it just a make work project? we need less gov't not more.
2022/01/05 3:27:28 pm GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 4:32:44 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 7:23:32 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Control tax increases by exercising budget discipline; prioritize land use planning functions and leave non-mandated activities to levels of government whose proper responsibility they are. Increase applications (and other core processes) efficiency and refrain from hopping on every leftist cause that contributes to mandate-drift. Respect and take inspiration from the historically rural character of the Gulf Islands.
2022/01/05 10:45:15 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	Reduce your services and people employed by Island Trust
2022/01/05 10:48:26 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 11:18:23 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The Southern Gulf Islands and the town of Courtenay have similar population sizes and needs. The IT basically offers planning services to the Gulf Islands, yet their budget is over three times the Courtenay budget for the same service.
2022/01/05 11:20:38 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/05 11:26:19 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Tax and spend/That's all IT does. Won't enforce local bylaws.Waste taxpayers money.
2022/01/05 11:48:56 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Save expenditure by avoiding irrelevant advocacy
2022/01/06 12:10:06 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	

2022/01/06 12:12:34 am GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/06 12:12:42 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Quit expanding your scope. The Trust cannot meet its mandate even with past budget increases. Focus on your core mandate and do it very well before you ask for more money and an expanded scope (aka the proposed new Draft Bylaws).
2022/01/06 12:21:59 am GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	The Islands Trust should concentrate initiatives and budget on areas within their jurisdiction of responsibility. Spending time and resources reviewing federal legislation on matters out of the IT jurisdiction is in appropriate, as is attempting to rewrite the rules of other agencies (i.e. ALR). The Islands Trust should listen more to it's constituents and less to the agenda of NGO's supported by big US trusts, for instance the Islands Trust Conservancy and IT initiatives as directed by the objectives of the Raincoast Conservation Foundation. There is no similar organization with the same roles as the Islands Trust that has a planning department with upwards of 60 planners!
2022/01/06 1:34:23 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Taxes for approximately 26,000 people are too high considering the original mandate of islands Trust.
2022/01/06 3:52:31 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/06 4:26:21 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	It spends too much on unnecessary bureaucracy and too little on actually doing what they were hired to do
2022/01/06 6:27:45 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The IT seems he'll bent to create a kingdom and save the world when they can't even define what preserve and protect means
2022/01/06 12:28:41 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	I do not feel the Islands Trust provides value for money

2022/01/06 4:34:07 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Immediately start practicing the original mandate and stop all other [redacted] that the trust is trying to control that is totally out of control and not effective
2022/01/06 10:11:46 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The IT should shrink to its core functions and reduce its bureaucracy accordingly.
2022/01/07 3:38:18 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	[redacted] Our taxes went up 42% last year. We have no [redacted] ge collection, no street lighting, little police patrolling, no budget for road maintenance... where DOES all that money go?
2022/01/07 3:52:33 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Expenditures reflect a bloated bureaucracy
2022/01/07 4:25:21 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Not dismal value for the money.
2022/01/07 7:47:43 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/07 4:26:06 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Enough , every step you take makes the community that much more unaffordable
2022/01/07 5:54:36 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Rising Property taxes far beyond the true value of our home are going to force us to sell and move.
2022/01/07 8:35:18 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/07 10:31:47 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	they have their plan, I do not believe it is our best interest. One good example is when they left Mayne without garbage pickup for a year. We had a reliable service but they refused to work with us so now WHO IS GOING TO COME TO MAYNE AND DEAL WITH THE HUGH RAT PROBLEM. Another big concern is the lack of forest management, we do not have fire breaks, it is a simple fix. We on the islands know how to care for the land we live on.
2022/01/08 3:43:33 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	

2022/01/08 3:52:51 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	More info needed.
2022/01/08 4:24:43 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/08 5:08:30 am GMT	The entire Islands Trust Area	DECREASE taxes by reducing services and programs from current levels	There's a huge global economical disaster unfolding and yet the trust is just inflating its budget and spending in a way that's out of touch with reality
2022/01/08 8:44:28 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Given that we all are experiencing inflation from 8 to 33% , a tax decrease is the only option.
2022/01/08 12:27:05 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	They spend way too much much on studies & then do nothing.
2022/01/08 2:01:14 pm GMT	The entire Islands Trust Area	DECREASE taxes by reducing services and programs from current levels	We nave multiple government agencies in this province that are completely able to manage the complex issues that are a concern to the taxpayers The Islands Trust needs to butt out of all issue except preserve and protect or just all go home and or 9 million dollar budget can be spent where it will help rather than cripple us
2022/01/08 2:35:08 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I live on Saltspring Island. Our taxes have more than doubled in the past five years. We get NO benefit from any of the community programs. Our road is unpaved and awful. We are outside of the fire coverage, get no garbage pickup, no services of any kind. We have no kids in the local schools. The ferry service is infrequent, unreliable and overcrowded. Other than to help the community in general, which is fine, we get nothing in return for our taxes.
2022/01/08 2:52:36 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Hard to see what is being provided for the money spent

2022/01/08 2:56:11 pm GMT	Mudge	DECREASE taxes by reducing services and programs from current levels	On our island we pay high taxes but have no, â€œzeroâ€ services. I have no idea why we even pay taxes. No water, no sewer, minimal road maintenance, no schools, nothing. The island trust is a waste of money. Each island should have its own municipal council to govern for its own needs.
2022/01/08 4:01:28 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	In difficult economic times, when people, pensions, savings, small businesses have all taken an economic hit and have had to cut back, local governments should be looking to do the same work in different ways that reduce costs.
2022/01/08 4:57:59 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	IT over reaching their mandate. IT does not have the skill set to effectively and properly survey the rate payer. IT does not have the financial skills to measure and monitor the effectiveness of any large expenditures. IT are poor communicators. Bias comes to mindâ€¦
2022/01/08 4:59:27 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Do not expand the jurisdiction or budgets of the Islands Trust
2022/01/08 5:35:39 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	The Trust is not serving the Conunity and meeting there mandate. With the incredible increase in their budget in the last few years they are setting their own agenda, hiring so called experts that have NO contact with the community to advise them. The Trust is trying to expand there mandate and take over responsibility that are already handled by others. The trust is NOT serving us the tax payer.
2022/01/08 5:56:22 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/08 8:12:57 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	

2022/01/08 9:29:01 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/08 9:57:30 pm GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	Dissolve the Islands Trust . This alone will save everyone money.
2022/01/08 10:23:39 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	I do not believe any services we receive warrant an increase in taxes. We already pay far more in taxes than comparable properties elsewhere, for fewer services.
2022/01/08 10:37:46 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Stop spending on new studies when you have already studied the issue. If you don't like the answers then deal with it. Stop report shopping
2022/01/08 11:59:41 pm GMT	Bowen	DECREASE taxes by reducing services and programs from current levels	I support the review of the Trust which hopefully will be an independent voice for the complete reform of the Trust. Resulting in a new direction/structure and massively decreased cost of operations.
2022/01/09 1:35:45 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	It is an additional level of bureaucracy that we donâ€™t need.
2022/01/09 4:47:02 am GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	decrease taxes by offering more efficient service. You spend way to much and provide too little. Change or dissolve
2022/01/09 4:50:56 am GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	decrease taxes by providing more efficient service. You spend way to much for the little service you supply. Change or dissolve. This form is very poorly designed.
2022/01/09 5:29:25 am GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	No
2022/01/09 5:41:00 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/09 2:01:57 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	The Islands Trust on Salt Spring has always expedited the interests of the Trust Committee members. Not the public interest.
2022/01/09 4:09:21 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	[redacted]

2022/01/09 4:45:33 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Too much money being spent on Islands Trust
2022/01/09 4:50:57 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Defund the Islands Trust
2022/01/10 8:08:34 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	
2022/01/11 1:25:49 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	The Island's Trust expenditures are too hefty, self serving and ill thought out for any small group of islanders to carry. If indeed this Trust were designated for all British Columbians to benefit from a Preserve and Protect mandate of the Gulf Islands then the cost of nearly ten million dollars should be carried by millions of British Columbians as originally intended, not just 26,000 residents, who bear the brunt of the Trust's negligence in not pursuing a more constrained hand on the public purse. Gulf Islanders do not require a group of unelected planners, Trust employees of all makes along with expensive think tank study research groups to define what islanders should become.We as islanders do not require a quasi self appointed Trust Municipality to interfere with all manner of aspects of daily life that is becoming ever more regulated to the point of strangulation and financially too burdensome to carry. It is obvious that the current Trust would prefer to see fewer island residents in situ and therefore no HOUSING shortages and no manner of BUSINESS to fuel the economy. BUT, who will pay the Trust's TAXES if businesses falter and the vibrant islands lay uninhabited in order to serve but a few self appointed Trust Members who do not even live on the islands for the most part but feel

2022/01/11 4:55:57 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	I feel the proposed increases to the budget for 2022 are outrageous when compared to other entities such as the CVRD which Denman also falls under for taxation. I don't see the value in proposed increase as IT doesn't actually provide anything other than restrictions for the residents and no real benefits when compared to our Regional district.
2022/01/11 8:39:13 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	The Islands Trust is a waste of resources.
2022/01/12 6:43:44 am GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	There is way too large a budget moor this organization. The needs of the islands are ignored by this organization that taxes us but doesn not represent our needs. We need the trust to get back into their mandate and stop their current overreach.
2022/01/12 2:12:05 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 3:33:04 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 3:44:59 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	The Island Trust has blossomed into a monetary sink hole.
2022/01/12 6:01:46 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	The Islands Trust now resembles a malignant tumor. Though we pay their salaries, they work underhandedly against our interests. We need to get our community on the operating table and remove the cancerous growth.
2022/01/12 6:14:01 pm GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	Pls focus on housing and support for parents
2022/01/12 6:15:44 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 6:39:15 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	

2022/01/12 7:35:26 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	The Islands Trust should stop trying to operate like an urban city. I chose to live on Saturna to get away from all the money grabs and unnecessary amenities. Keep it simple, thatâ€™s the charm.
2022/01/12 7:47:21 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	I think the Island's Trust is just another level of government we don't need and a complete waste of money.
2022/01/12 8:30:59 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 9:53:20 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/12 10:01:51 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Too much of the existing IT budget is duplicating work the CRD and provincial government already do.
2022/01/12 10:17:06 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	most inefficient, cruel and incompetent outfit ever.
2022/01/12 11:08:54 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Considering the services that residents receive from the Islands Trust, the budget is much too high
2022/01/13 12:12:32 am GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	I suspect because the Trust has too many hours to study affordable housing they end up creating a situation where nothing is accomplished. On Galiano we have spent over $350,000 on making the planner have a "level of comfort ". Tragically we are still a long way from accomplishing that. Cut the hours and we might achieve something. Thank you
2022/01/13 2:03:29 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 2:05:00 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	

2022/01/13 2:13:23 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I moved to the Gulf Islands to get away from an over-regulated bureaucratic nanny state, as did many others. I am tired of being criminalized for wanting to live as the pioneers did, off the grid, small, and simply. What they call "non-conforming" or "unlawful" I call proper and correct minimalist rural living. The Trust seems to want the same rules and powers as a city has, and that's appalling. This is not a city, and should never be governed as such. The Trust needs to be shrunk down to size, not expanded as they keep pushing for.
2022/01/13 3:02:37 am GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 4:40:08 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 4:41:41 am GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	Conservancy should not be getting taxpayer funds
2022/01/13 4:48:30 am GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	Please reduce the number of overpaid $40/hr planners that clearly do not know what they are doing. They had years to plan for and create more housing but they are clearly incompetent creating an affordable housing crisis while they take a ridiculous amount of taxpayers money for [redacted]

2022/01/13 3:21:17 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	The Islands Trust mandate hasn't changed over the years, but the budget has increased well beyond inflation while the BC government contribution has shrunk from 16% in the 90s to a mere 2% this year. We are enduring the COVID-19 pandemic, our incomes are down, prices for necessities are increasing at astronomical rates, the IT efficiency is currently under review. We've had to tighten our belts. I suggest IT do the same until such time as the governance review is complete and the economy recovers.
2022/01/13 4:24:38 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 6:46:13 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/13 6:48:58 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Less government is always better.
2022/01/13 7:59:40 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Limit your jurisdiction to original mandate and don't seek expansion. Focus on why not!
2022/01/13 8:30:43 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	The Trust needs to stick to it's core land planning mandate. The time and money spent on advocacy issues is beyond silly. Issues like banning desalinization are pushing personal agendas, not in the best interest of the islands as a whole.
2022/01/13 8:59:53 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	We believe that these budget increases are excessive and do not support then.
2022/01/14 12:58:53 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I believe the cost is running Islands Trust surpasses what it truly needed.

2022/01/14 2:54:39 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Islands Trust seems to think we're made of money & that every senior here is rich enough to afford their lavish spending, inability to show fiscal restraint, trim services & live within their budgets. Much of their so-called "services" are nothing more than bureaucratic self-preservation, harassment of local residents & businesses & their utter failure since inception in 1975 to "preserve & protect" They did NOTHING to put a stop to over-development or try to control tourism-based economies which are slowly destroying our islands & their ecosystems, infrastructure & resources. Time to reduce their unneeded meddling in the 'island lifestyle' with a cut to their budgets/spending & reduction in property taxes to us poor struggling islanders
2022/01/14 3:11:28 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	The IT means well, but donâ€™t represent the residents-just their own ideas. They hurt residents by making life difficult and expensive.
2022/01/14 4:48:28 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I do not trust the islands trust.
2022/01/14 6:08:52 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/14 2:47:23 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	It is absurd to think that some individuals will be able to afford to keep properties with the increase in evaluations and then proposed tax increase
2022/01/14 3:50:41 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	No increase [redacted]
2022/01/14 3:58:16 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Shrink the trust. Jurisdictional govts cover most requirements now
2022/01/14 4:06:34 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	If the Trust asks for input into their budgeting (which they do), they should take it. It seems they only do it as a reluctant requirement of their strategic plan.

2022/01/14 4:45:05 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/14 6:32:38 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	checking that login to Google is not necessary.
2022/01/14 8:27:01 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	Decrease taxes through efficiencies. Learn to do more with less, as all levels of government have been forcing taxpayers to do for years!
2022/01/14 10:22:30 pm GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	Remove the consultant and expected "survey", engage the communities through meetings instead as requested. Communities want discussion and engagement in the changes and process. Stop getting involved with programs that already have government agencies in place to deal with them, stick to the mandate.
2022/01/15 12:52:18 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 1:27:37 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Islands Trust has become a bloated, bureaucratic mess, disconnected from the people it serves. Despite constantly increasing staff (and payroll) it remains unable to accomplish its required functions, while striving to seize yet more power for itself. It is past time to abolish the Trust.
2022/01/15 2:03:58 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	It provides poor value for the money spent. Often overstep its mandate and intent.
2022/01/15 4:33:18 am GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 6:53:49 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	reduce funding for the bylaw department.
2022/01/15 7:51:54 am GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	completely unacceptable-increase of 5.16% is a false number due to money being stolen from the reserve fund. If there is a reserve caused by collecting more money than needed then give it back to us and not cook the books.

2022/01/15 2:09:52 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	Seemed more efficient with smaller staff.
2022/01/15 4:10:36 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	Island Trust tax increase is too high. Our tax burden includes Island Trust, CVRD, and Thetis Island parcel taxes.
2022/01/15 4:17:08 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	We have little to no services on Thetis yet we pay nearly $1800.00 per year in taxes. Where does all of this money get spent? A cost breakdown needs to be provided to the citizens to show where the money is spent. The outrageous amount we are being taxed for nothing in return is highway robbery and needs to be stopped.
2022/01/15 5:15:42 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	Decrease taxes, keep the services and reduce advocacy
2022/01/15 5:55:09 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 6:03:36 pm GMT	The entire Islands Trust Area	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 6:39:27 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 7:40:41 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	
2022/01/15 7:52:26 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	Decrease taxes but keep the services; cut the programs & advocacy.
2022/01/15 8:09:25 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	Too much is spent on matters outside the basic principle of "preserve and protect' the Gulf Islands. The Islands Trust has become another self justifing organization which constantly looks for ways to Tax and spend more to justify its existence and medaling in property owners and taxpayers lives where it has no business to be involved.
2022/01/16 12:22:52 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Flagrant usage of public funds for the express purpose of maintaining the bloated organization and itâ€™s agenda to perpetuate itself.

2022/01/16 12:33:07 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	reduce or eliminate some activities to reduce taxes
2022/01/16 12:34:48 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	we need to review what we are doing as we see programs expanding
2022/01/16 1:07:24 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 1:14:13 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 1:24:30 am GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	Both budget and expenditures need to be severely reined in or, better yet, get rid of IT entirely.
2022/01/16 2:08:00 am GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 2:25:23 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	I do not agree with the trajectory of the Islands Trust. It is not democratic and is trying to expand what it does and centralize control while diminishing local control. The Ministry in charge of the Trust needs to take a hard look at what is going on. Local Trust meeting presentations have been cut off mid presentation by the Chair after a certain amount of time was earlier allocated. The Chair knows nothing about Denman Island and doesnâ€™t live here. This burgeoning bureaucracy needs to be stopped in its attempt to grow even bigger.
2022/01/16 2:41:58 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 2:42:25 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 4:31:11 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Every government in Canada is living beyond its means. We are already overtaxed and government programs such as Medicare are staggering under democratic and other misdirection of funds. Mamma do with what you have, I have to.

2022/01/16 12:18:19 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 3:22:34 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 3:52:44 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Island Trust Provides very few services of any real value their main purpose being governmental oversight and control. The cost of living on the islands is increasing while income earning opportunities are being driven away by your "programs". We need to be spending less on government telling us how to live, not more.
2022/01/16 4:42:20 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I am opposed to the constant rise in taxes for Islands Trust when I have seen a decrease in service and positive results.
2022/01/16 5:01:07 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Islands trust is nothing but a waste of money!
2022/01/16 5:07:48 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	The Islands Trust appears to be in an"Empire Building" mode. They are continually adding levels of control to their portfolio, such as the new requirement of taking plans to the Islands Trust before they go to the Building department, instead of relying on the community plan or other organizational structure. Additionally, they are relying on small lobby groups to make decisions which affect the entire island population on certain issues, while abrogating responsibilities on other issues already within their control, such as single family areas with 5 or 6 owners all "camped out" with their own small buildings or areas where fill is being dumped to change a small valley into level ground, something which has not been allowed in Saanich for almost 40 years.

2022/01/16 5:32:35 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 5:34:49 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Taxes keep going up without any improvement of services and infrastructure . It is really hard to find evidence of the viability of the Islands Trust . Tax increases should mean improved services. This years ridiculous tax increase is not justified unless the object of the exercise is to force long term residence off the island.
2022/01/16 5:45:02 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	As people have been dismissed from positions in the CRD for not complying to mandates, and peoples rights have been take away to go into certain venues I wonder why we should be paying taxes at all. Equal rights to all people wether they are v or not. This country and globe is being run by globalists with a extreme agenda.
2022/01/16 5:55:27 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Planning obviously inefficient, perhaps because of self-styled NGOs who challenge everything.
2022/01/16 5:56:48 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 6:00:23 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 6:40:59 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	Stop sticking you noes in areas that are already looked after by the feds and province. Forestry oceans water. Stick to land use planning. Housing

2022/01/16 7:05:52 pm GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	The Islands Trust should not be spending money on housing, as this is neither their mandate nor their responsibility. It is on public record that a Trustee from the Northern office had requested a tax requisition to fund further staffing to organize a special interest group. Without consultation of the rate payers and island residents the requisition would have added to our ever increasing tax burden for the duration of at least ten years. The assumptions that are being made that every home owner has limitless wealth is simply not true. Many residents in the gulf islands are on fixed incomes and are finding it hard enough to make ends meet as is.
2022/01/16 8:04:13 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Really a tax increase? What do I as an old retired guy get for the tax I pay now? Go across to Crofton or Maple Bay and check out their garbage collection ,sewer ,water services just to name a few and compare them with ours . I live on a road that most folks think is a goat track and is usually impassable for days after a snowfall . My assessment is 44percent UP this year which means an increase to taxes I get nothing for . Way to much government doing way to little . Sorry folks time to see if the house is really worth what big brother says it is . Off to a dream Land of no ferries ,mystical governments , timed out best before dates or redundant chain saws .
2022/01/16 10:06:41 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Stop spending money on advocacy. Spend money where it is needed - especially on infrastructure development and improvement.

2022/01/16 11:18:21 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	Reduce the tax load. Do not increase the taxes. Keep to your mandate within your jurisdiction. Get off our backs.
2022/01/16 11:19:15 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/16 11:20:07 pm GMT	Thetis	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 12:49:39 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I am amazed by the way I find that the staff of IT are reaching beyond the limits of IT responsibility. There are seemingly attempts to increase powers over matters which are under the control of other Regional, Provincial or Federal Governments, apparently to build empires at the IT level. For instance, the Coastal Douglas Fir is not actually a threatened species, either locally or in the north west coast of North America, so I don't understand why the IT is wasting time and energy in this regard. If it is determined that clear cutting is not wanted, there is no reason to have rules over cutting individual trees. What is needed from the IT is that it acts according to its Land Use principles, trimming the reaches beyond its purview.
2022/01/17 12:55:45 am GMT	DeCourcy	DECREASE taxes by reducing services and programs from current levels	Too much spending for projects and incentives that are important to Island Trust employees not island residents. We are not heard.
2022/01/17 1:15:54 am GMT	Gabriola	DECREASE taxes by reducing services and programs from current levels	I would prefer less from the islands trust, and by that measure Iâ€™d prefer they receive less.
2022/01/17 1:21:26 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	I feel that the Islands Trust budget is out of control and look forward to seeing the results of the IT Governance Review Study.

2022/01/17 1:21:46 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 1:23:51 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 2:09:47 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 2:14:19 am GMT	Denman	DECREASE taxes by reducing services and programs from current levels	Though you are proposing a relatively small increase, these yearly increases are cumulative as they apply to previous percentage increases. The islands have basically been subdivided to the maximum, applications to subdivide should be decreasing, rather than increasing, as the primary purpose of the Trust is â€œland use planningâ€ the budget should be decreasing each year. Increases proposed, therefor, can only be attributed to Trust initiated actions beyond the primary mandate. All of these extraneous actions are already being delivered by higher levels of government. Please stop taking on more than you are mandated. Rememberâ€¦its always the same tax payer, regardless of which level of government is acting.
2022/01/17 2:57:42 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Transparency is lacking and too little money goes back to the islands themselves.
2022/01/17 4:08:53 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Islands Trust is way over budget for what they actually do for Salt Spring Islan
2022/01/17 4:31:22 am GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 2:56:15 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	I don't see the value in the Islands trust anymore. It's a very hypocritical organization which keeps asking and never gives in return.
2022/01/17 3:27:47 pm GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	

2022/01/17 4:09:06 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Each area is part of a municipality or local government, they oversee developmentâ€¦..Island Trust needs to get of of the back to basics and leave this part aloneâ€¦.too much government
2022/01/17 4:42:35 pm GMT	Gambier	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 5:03:42 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	The IT overextends itâ€™s authority regularly. The services should be cut back to get back to bylaw writing, subdivision and land use issues without going into reconciliation, water regulation and wasewater regulation.
2022/01/17 5:08:35 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	My impression is that the Islands Trust has become too top heavy with administrators.
2022/01/17 5:25:06 pm GMT	Denman	DECREASE taxes by reducing services and programs from current levels	
2022/01/17 5:44:38 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	Bloated and Slow

2022/01/17 7:04:52 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	Funds seem to be spent to listen to expert and do surveys on areas there is no expertise within the trust. Then individuals that have no expertise are making decisions where they have none costing the taxpayers over and over. STVR' s have been discussed and reviewed for over 20 years including many meetings, including APC involvement. Results have been the community at large not heard because of in flexibility of planning structure. Nobody seems to recognize comments that are emotional and self centered versus fact. So it goes on and on costing too much fir no results. Affordable housing problem is a creation of governments inability to weigh between actual financial viable solutions and no suites, no RV's and no tiny homes. Affordable housing on this island came via cottages, older homes, suites and ability for people to put something mobile on a property. This is directly a result of planning for future run the government's current way. Who is going to pay $549,000(median price in Gulf Islands) and rent it at a price considered affordable by renters. I could go on but we keep paying for this and you keep adding layers because no solutions can be found doing things the way you do. Stop doing that please. Get creative without spending more money.
2022/01/17 7:49:34 pm GMT	Bowen	DECREASE taxes by reducing services and programs from current levels	Lobby the government for a review of the tax req. for Bowen Island. Whatever we get (and who really knows what that is?!) for the $300k we pay a year is not enough.
2022/01/17 7:52:16 pm GMT	Saturna	DECREASE taxes by reducing services and programs from current levels	There is no real need for the Island Trust. Please disband. We have enough taxes.

2022/01/17 8:33:24 pm GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	Encouraging Planning Staff to work collaboratively with residents and landholders in the interests of good planning (rather than splitting hairs and putting up roadblocks) would go a long way to increasing efficiency. Consulting those impacted prior to drafting bylaws and resolutions would ensure that the rules are intelligent and effective. This approach would be far more efficient than writing troublesome laws which the public then have to either rally against or ignore. Replacing Bylaw Enforcement with a restorative model that works with people for the good of all, rather than against people, would significantly reduce the bylaw enforcement budget, and contribute to the Gross Happiness of our islands, rather than fostering fear and suspicion.
2022/01/17 10:11:23 pm GMT	Galiano	DECREASE taxes by reducing services and programs from current levels	Eliminate the Islands Trust altogether - reduce taxes to zero for the Islands Trust

2022/01/17 10:19:45 pm GMT	South Pender	DECREASE taxes by reducing services and programs from current levels	We are leaving with rapidly increasing value of real estate. Average age of people on Pender's is over 60yrs old, majority living on a fixed income. New assessments for property values increased about 200K (my property) which will result in higher taxes. We see little value in increasing budget of Island Trust. After seeing poor communication, inadequate organization of transfer of information to people living on the islands, listening in meetings with trusties, overfocused on property easements and esthetic values of homes, we fail to see how an increased budget will improve anything. It seems Island Trust is a bureaucracy with its own life and little benefit to island community. How about Island Trust actually asks residents of the islands what is important to us? We are residents of South Pender and here is the issue critical to us Water! a. Drinking water shortages are becoming a problem. We run out of water during the heat wave. b. Fire suppression . There is only one road to leave South Pender. There is no fire evacuation plan and
2022/01/17 11:36:33 pm GMT	North Pender	DECREASE taxes by reducing services and programs from current levels	It is a bloated self serving bureaucracy that has no useful purpose and should be disbanded.
2022/01/18 1:00:55 am GMT	Hornby	DECREASE taxes by reducing services and programs from current levels	

2022/01/18 2:19:51 am GMT	Salt Spring	DECREASE taxes by reducing services and programs from current levels	When the majority of residents want something, even proving so with taxpayer funded study after study, the island trust goes out of its way to do the opposite or ignore the request. It's become a joke [redacted] Do better or quit.
2022/01/18 3:11:36 am GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	
2022/01/18 3:56:47 pm GMT	Mayne	DECREASE taxes by reducing services and programs from current levels	
2022/01/18 7:17:34 pm GMT	Bowen	DECREASE taxes by reducing services and programs from current levels	The budget in draft form as currently presented shows very clearly the reason why the Islands Trust needs the independent management review, with the hope to prevent the present disarray proceeding any further.
2022/01/04 10:32:19 pm GMT	North Pender	Don't know	
2022/01/08 9:29:22 pm GMT	Salt Spring	Don't know	We can't pay any more taxes. We are maxed out. Plus, we're not quite clear what we're paying for. New roads? Yellow lines and white fog lines that will be visible during the winter and not wash away in the first spring/summer rain? I don't mean to be adversarial. We just don't know where the money goes. For the record, we have always and will continue to do so, support a new fire hall and anything they need.
2022/01/17 2:20:09 am GMT	Salt Spring	Don't know	How do we deregulate the islands trust?

2022/01/17 2:27:18 am GMT	Denman	Don't know	You better figure out a way to respond to communities' concerns about provision of affordable housing. Bylaw enforcement (ie kicking people out on the street) is not appropriate, particularly in times of climate change and covid. In fact it is mean spirited and overly bureaucratic. Many people call for the dissolution of the Trust. I don't agree with that, because it will not be long before the floodgates are open to development and foreign ownership. The huge increases property assessment this year is the thin edge of the wedge. Inevitable trickle of people taking advantage of profit from property sales that can then only be afforded by the rich. Beginning of the end.
2022/01/17 1:55:09 pm GMT	Salt Spring	Don't know	
2022/01/17 3:47:05 pm GMT	North Pender	Don't know	The islands Trust appears top heavy in management expenses and low and slow in service provided. Way out of line.
2022/01/04 6:18:01 pm GMT	Saturna	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/04 10:03:12 pm GMT	South Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/05 12:45:54 am GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	

2022/01/05 1:26:46 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	We are willing to pay more for improved walking/cycling paths/facilities on Pender. The current roads are too narrow to safely walk or cycle, the current painted yellow lines worn out/invisible, and there are very little roadside reflectors at curves for safety. Driving in the evening in the rain is very unsafe. Even if roads are a provincial responsibility, there must be some things that can be done at the Islands Trust level AND/OR pressure put on Provincial government.
2022/01/05 11:57:43 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	Get the bike trail built please.
2022/01/06 12:14:47 am GMT	Saturna	INCREASE taxes to add new programs/services or to improve existing services or programs	Yes. My observation is of inefficiently applied bylaws whose intent is good, but whose articulation and data are poor. This leads to wasting of staff time, and poor decision-making. I am, though, in favour of services & programs, and would happily pay more to enhance them. I just object to wasted staff time enacting poorly articulated (and sometimes contradictory) bylaws based on (often) shoddy data.
2022/01/06 2:34:13 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	My concerns are with the wording of the survey. Firstly "taxes are proposed to increase again" reads like an alarming headline complaining about a proposed increase. This will surely bias the results against the increase. Secondly, it seems very unlikely that services could be maintained if taxes stay the same in this climate of high inflation. Goods and services will invariably cost more next year.
2022/01/06 6:35:39 am GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	Yes to Incorporation

2022/01/07 4:38:30 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/07 6:10:09 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	Please push for an ice arena
2022/01/07 6:54:22 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	Roads on salt spring are in dire need of repair and widening of FullFord Ganges road from Ganges to Beddis with pedestrian and bike lane is well overdue
2022/01/07 11:05:09 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	I am supportive of the taxes and efforts of the Islands Trust though I do wish to see continued improvement to efficiency and effectiveness in the use of their budget
2022/01/08 4:18:11 pm GMT	Denman	INCREASE taxes to add new programs/services or to improve existing services or programs	Genuine, tangible action on climate change resilience, Indigenous reconciliation and environmental conservation are top priorities for me.
2022/01/08 7:44:45 pm GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	Islands trust needs to focus their time and budget in their original mandate: preserving the environment. They should not spend time or budget dollars on getting into the social and housing plucky issues that are not their mandate.
2022/01/08 10:06:12 pm GMT	Galiano	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/09 1:26:06 am GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/09 3:12:27 am GMT	Hornby	INCREASE taxes to add new programs/services or to improve existing services or programs	

2022/01/09 4:37:02 am GMT	Galiano	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/09 4:36:34 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/09 6:31:32 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/10 5:50:33 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/10 6:57:10 am GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/10 3:57:26 pm GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	Increase funding and action for preserving and protecting green space. No clear cutting
2022/01/10 5:10:36 pm GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	No
2022/01/11 12:30:33 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	Lakes and roads need improved maintenance. The lakes are out drinking water and are filled with invasive weeds and algae. Soon there will be no flora or fauna supported by them. This must be addressed fast. The mill foil has gone from the edges of magic lake to the Center in 4 years! Help
2022/01/13 12:18:10 am GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/13 5:59:57 am GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	

2022/01/13 3:19:30 pm GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	Increased taxes happen at all local governments. The cost of everything is going up. Makes sense.
2022/01/13 8:39:35 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	Change the approach to staffing services
2022/01/13 11:24:52 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/13 11:38:25 pm GMT	Saturna	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/14 1:20:40 am GMT	North Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	Bylaw staff are overworked, meaning that an attitude of "Do what you like, you will never be caught" has evolved on Pender. More staff are urgently needed.
2022/01/14 3:55:12 pm GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/15 1:11:17 am GMT	Saturna	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/15 3:42:13 pm GMT	Thetis	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/15 9:02:38 pm GMT	Thetis	INCREASE taxes to add new programs/services or to improve existing services or programs	There's more to be done, it costs money. We moved here 40 years ago because we loved the natural surroundings the island. We want that to be preserved while we continue farming and living our lives here for the long term.
2022/01/16 6:21:13 pm GMT	South Pender	INCREASE taxes to add new programs/services or to improve existing services or programs	Letâ€™s protect our environment as much as we can, in this increasing climate crisis.

2022/01/16 6:52:55 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	We have extremely limited services. They need to allocate funds to improve and develop our community in a thoughtful way to benefit local taxpayers instead of just blocking any attempts to make any improvements. It seems Islandâ€™s Trust primary focus seems to be to block any kind of development whether or not it improves life for the citizens or provides critical needs.
2022/01/17 3:25:19 am GMT	Galiano	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/17 9:18:05 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/17 10:44:05 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	As the island increases in population we need an increase in services to serve it.
2022/01/18 12:33:46 am GMT	Gabriola	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/18 5:00:06 pm GMT	Mayne	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/18 9:12:17 pm GMT	Salt Spring	INCREASE taxes to add new programs/services or to improve existing services or programs	
2022/01/04 8:34:48 pm GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Assessment increases should cover budget increases. I do not support property tax increase!

2022/01/04 9:02:56 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	There should be no increases until the following are completed: 1. Results of the Governance review stating that there are no major issues with governance, management and administration of the IT is published. 2. The governance review is presented to the provincial government and public and is agreed by both. 3. Proof is provided that the proposed budget is in line with regional organizations of similar size and complexity. 4. Proof that the budget is meant to fund only those activities within the IT jurisdiction.
2022/01/04 10:53:01 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	With COVID-19 still raging it's likely a good idea to maintain the status quo until more certainty is in place. Increasing taxes to increase services won't generate additional income to the Island, it will however increase uncertainty with prices for everything else rising (due to inflation, additional pandemic related costs, etc.) Assurances that at least one aspect of peoples lives will stay the same (e.g. taxes) will provide more peace of mind than any additional services ever would. Thank you.
2022/01/05 1:03:48 am GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/05 1:29:25 am GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Yes. There are always competing interests for any funds, and there are a number of areas that could use more support and others that require review. The Trust appears to have taken 'preserve and protect' beyond its originally intended context. This trend has reached a point where the Object's mandate to 'benefit the residents' is being negatively impacted in a material manner. IT initiatives should not put the residents at a disadvantage. There are plenty of win-win scenarios for residents and the environment, but we are apparently being pushed towards win-lose, where everything can and will ultimately lose. Primary to this is our local economy. We need both a robust and a circular economy. We need a robust economy so that our relatively low income levels compared to the rest of the province are not further impacted by our more isolated island existence. And we need a circular economy so that we can benefit locally as well as reduce our footprint, and even help with things like moderating commercial ferry traffic so that residents can actually use them when they need to. Excuse the hyperbole, but IT policies cannot ultimately eliminate all residents and private landowners and there appears to be at least a desire or trend in that direction. Private landowners are not
2022/01/05 4:19:38 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	More community consultation is required to ensure the community understands the rational for the proposed tax increases.
2022/01/05 5:40:23 pm GMT	Gambier	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/05 5:44:30 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/05 6:56:18 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	High cost for minimum return on value. Where is the money going? Core services are being neglected over pet projects and advocacy that is already funded by federal government is wasteful spending! Very disappointed with Islands Trustâ€™s ability to management. F fir failure.
2022/01/05 9:19:09 pm GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/06 12:06:56 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/06 1:35:53 am GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/06 3:13:09 am GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/06 10:27:00 pm GMT	Saturna	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	The IT has not made a compelling case for expanding its mission to include new programs that require additional tax revenues. Those who support this move should put it before the voters at the next election.
2022/01/07 4:10:24 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Keep taxes the same as the 2020 tax year increasing services in some areas and decreasing in other areas.
2022/01/07 7:25:51 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	All expenditures should be on Island related projects. No spending on things covered by provincial and federal governments.
2022/01/07 8:10:27 pm GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 1:11:32 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 2:22:42 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	The question was far too general to answer intelligently!

2022/01/08 4:21:20 am GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 3:33:51 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 4:13:11 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	No
2022/01/08 5:32:53 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	There is a real need to create affordable, sustainable housing for those who work on Salt Spring Island. As a way to help this, allow property owners to build second dwellings/laneway style residences or ADUs that can only be rented to those who provide services on Salt Spring Island i.e. teachers, nurses, doctors, trades, retail staff, restaurant staff, ferry workers etc. There should also be a focus on creating housing opportunities for families to ensue we have a vibrant, inclusive community. Another desperate need on Salt Spring Island are medical services. Many physicians have retired and closed practices. Those few that remain are at capacity, forcing residents to use the hospital ER as a clinic. The lack of doctors on the island creates real medical risks, especially for the elderly, those with conditions or families with kids. The island needs a community medical center or walk in clinic for residents only. To support both of these initiatives, I would be willing to have our property taxes increased.
2022/01/08 6:29:25 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/08 7:09:04 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	No

2022/01/08 7:11:21 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Stick to providing services to residents rather than to expanding your activities - scope creep.
2022/01/08 7:25:55 pm GMT	Galiano	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	With property assessments going up so much and do much public health uncertainty now is the time to keep things on an even steady path and not to take risks with resources or staff livelihoods
2022/01/08 9:16:38 pm GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	No
2022/01/08 10:52:32 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/09 6:54:10 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/10 5:10:02 pm GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/10 6:42:24 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/11 12:30:13 am GMT	Hornby	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/12 6:46:17 am GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/12 6:09:07 pm GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Our taxes sure are high compared to the level of service we receive on Denman. I live on a dirt road with no side walk, street light, or hydrants. There is no municipal garbage collection nor public library. We have a volunteer fire department. Our parks receive minimal maintenance and services. It seems we are a cash cow for the regional district as we pay more in taxes than we get back in services.
2022/01/12 6:50:52 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/12 7:53:11 pm GMT	Hornby	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	I see the property assessment increase as just a tax grab by Courtenay Regional District. I think that Hornby should become it's own incorporated entity.
2022/01/12 8:39:29 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/13 12:36:18 am GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/13 7:43:06 am GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	I do not support an increase in taxes for Islands Trust.
2022/01/13 2:49:18 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	If IT enforced illegal dwellings bylaws, our population wouldn't be larger then our tax base could support.
2022/01/13 4:15:18 pm GMT	South Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/13 6:12:19 pm GMT	Gabriola	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	The survey is less helpful when people may be uniformed about what "services" would be proposed under IT jurisdiction. An expanding IT budget is likely to impinge on my experience as a rural acreage owner. I would happily pay more taxes for parkland and ecosystem acquisition and preservation. I am vehemently opposed to initiatives that would limit my right to control trees around my buildings and harvest wood from my property. Expensive bureaucratic oversight of landowner affairs is my chief fear of an expanding Islands Trust. "Preserving and protecting " is still a worthy goal, however.
2022/01/13 11:45:35 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/14 5:33:17 am GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Stop increasing our taxes for services that most residents are not able to access! Ie: the medical clinic. Those of us who cannot access, have to pay out of pocket to access other medical services in other areas???
2022/01/14 6:00:19 am GMT	Galiano	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/14 6:01:16 am GMT	Galiano	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/14 5:08:34 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	I would have selected option 4 but it is too open ended without any idea provided about where shifts in spending might occur.
2022/01/14 10:54:16 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/15 3:14:53 pm GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/15 7:24:51 pm GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/15 11:09:06 pm GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	So much of what they do is not necessary
2022/01/16 5:16:49 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/17 4:24:02 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	I am concerned about the home assessments
2022/01/17 5:31:37 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/17 7:41:54 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Taxes should never increase more than the rate of inflation.
2022/01/17 8:45:17 am GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	

2022/01/17 3:50:47 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	The goal should not be to just increase taxes every year, that's too easy. Every good business should try and streamline operations which in turn will reduce expenses and lesson the burden on tax payers. Please make an effort to at least try and do this.
2022/01/17 4:46:20 pm GMT	Mayne	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Almost everything done here is by volunteers and fundraising already yet taxes are high for little to no services provided. Raising taxes seems inappropriate.
2022/01/17 10:48:26 pm GMT	Salt Spring	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/17 11:37:48 pm GMT	North Pender	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/18 2:59:25 am GMT	Thetis	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	Tax increases should NEVER exceed the cost of living, unless capital construction is involved. That should NOT occur with the Islands Trust. SHOULD IT ??? Your job is NOT to spend money. Your job is to provide services without WASTE.
2022/01/18 5:41:02 am GMT	Denman	KEEP TAXES THE SAME to maintain staffing, services and programs at current levels	
2022/01/04 5:24:08 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Both MUST be more directly based upon residents' wishes, and be accountable to the residents/taxpayers.
2022/01/04 5:43:02 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Decrease administration costs, stop advocating, accommodate lower cost housing
2022/01/04 5:44:23 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/04 5:56:13 pm GMT	The entire Islands Trust Area	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	shift to providing services via items such as tax shifting for nature-based solutions to climate risks and desires; use of amenity density transfer to both provide housing and conserve forested and agricultural lands, etc.
2022/01/04 6:06:54 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Keep taxes the same but be more efficient with the use of our money. As a former General Manager for a Municipality, I can see a number of ways in which to do so.
2022/01/04 6:12:51 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/04 6:41:46 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Streamline applications so they take a lot less staff hours/money. downsize bylaw enforcement. assigne more staff time to new and creative solutions for housing, local businesses, and a thriving community.
2022/01/04 7:01:13 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too high a proportion spent on unnecessary studies and reports compared to actual services.
2022/01/04 7:34:25 pm GMT	The entire Islands Trust Area	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Reduce reports , contracting consultants and meetings- focus on Land use OCP planning instead of reconciliation and climate change issues
2022/01/04 8:27:38 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	You are attempting massive over reach of your mandate and I strongly object to this. You are neglecting housing for anyone at a low income and do not fund winter supports. Shame on you.
2022/01/04 9:08:54 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/04 11:44:55 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I am finding it more concerning all of the time....especially comparing it to the CVRD budget... for eg "the CVRD, with a population of 26,000 and three towns to run, has a planning budget of $1.8 million, They have 6 planners, 4 bylaw enforcement officers, and two building inspectors. The Islandsâ€™ Trust, with a similar population, has a Planning budget of over $6.8 million with 13 planners, 3 planning managers, and 3 planning assistants. There are also 4 administrative assistants in the Planning Department and 3 legislative clerks." I am feeling more alienated from the Islands Trust all the time and the majority of people I speak with are feeling the same way. There are many things that are not making sense to me at this time, and the increasing control that the trust is trying to establish over islanders is adding to my frustration levels.
2022/01/05 12:14:05 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too much is spent on bylaw enforcement and make-work protocols. The bylaw officers are spending their time with ridiculous enforcement activities that are not only disrespectful but a waste of our tax dollars. They issues tickets without evidence and then we have to prove that the ticket was issued in error. They need to spend their time learning respectful ways to interact with people in a humane and dignified way.
2022/01/05 12:49:24 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 1:19:19 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/05 1:25:26 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 1:48:06 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 2:23:25 am GMT	The entire Islands Trust Area	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I think the island trust should be abolished just another bloated government program that does nothing and wastes money except for the chairman and trustees that have their noses in the tough
2022/01/05 2:40:44 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 8:41:43 am GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Decrease enforcement while ensuring rules are simple and clear. Focus on balanced supports for both the communities and environments.
2022/01/05 2:40:03 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 3:42:49 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Shift spending from planning and administration to operationally orientated areas
2022/01/05 5:39:01 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 6:09:46 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Let your guiding principle be to preserve and protect. Do not bury us in rhetoric and paperwork.
2022/01/05 7:13:04 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	expenses / taxes need to be closely controlled

2022/01/05 7:14:52 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	control expenditures
2022/01/05 8:26:08 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Thereâ€™s a need for more fiscal restraint !
2022/01/05 10:52:13 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/05 11:32:01 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 12:01:40 am GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 12:35:38 am GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 4:36:40 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Increasing the taxes seems to benefit the bureaucratic machine much more than the average property owner. Many of us live on a fixed income and are struggling to be able to continue living on this island given the increased cost of living here.
2022/01/06 5:05:47 am GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 7:13:39 am GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/06 10:25:32 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Increased budgets occur with each new set of trustees having an agenda of Projects they want to initiate. These Projects which are rarely initiated by the community are what increase spending.

2022/01/07 1:48:07 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/07 2:37:48 am GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/07 2:35:49 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	No
2022/01/07 4:50:15 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/07 8:56:27 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	It would be nice to have the option to vote on how much of our tax dollars we would like to see allocated to the Island Trust, and how much could be allocated to each individual island for their own needs and wants.
2022/01/07 9:03:01 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/07 9:58:34 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Taxes need to be adjusted downward in line with the increased assessments so that tax burden is not increased or decreased
2022/01/08 12:25:55 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	We want to see our tax money spent wisely but make sure we are funding a good level of service.
2022/01/08 2:48:47 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/08 3:56:10 am GMT	South Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Utterly excessive for little benefit.

2022/01/08 4:17:19 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Having a clear mandate and staying within it should allow focused spending and reduce the need for ongoing increases in Taxes
2022/01/08 12:17:04 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Our road is a mess.
2022/01/08 12:49:10 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Increasing the budget to expand an inefficient dictatorial bureacracy is not in the public interest.
2022/01/08 1:48:51 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	questionable use of budget reserves . . . creative accounting?
2022/01/08 5:25:15 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/08 5:52:05 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Iâ€™m still going through the budget, thinking about it, trying to be intelligent and fair with my observations. My impression so far is that too much money is allocated to Planners, Consultants, By-Law Enforcement, administration and not enough into positive and proactive policies/initiatives that would better achieve the objectives of the Trust. Support for water catchment/containment, gray water management, composting toilets, progressive, instead of punitive, bylaws that allow for innovative housing solutions across all of the zoning designations, etc, would be a much better and more exciting approach. I think a full review of the Trust mandate and how to holistically achieve associated objectives is needed. The mind set and culture of the Trust seems to have moved away from communities and lodged itself in heavy handed bureaucracy.

2022/01/08 6:56:47 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I am opposed to the Trust moves to increase administrative intrusion into non-Trust mandated areas ie planning to preserve and protect. We dont get enough core services for our money. Seriously!
2022/01/08 7:05:27 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	It appears unjustly bloated.
2022/01/08 7:31:09 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Like things as they are.
2022/01/08 7:58:10 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Better roads
2022/01/08 8:01:01 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/08 9:25:28 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Not enough money is spent on CONSERVING our environment. Protection should be a priority. Over-tourism is an ecological problem that needs resources assigned to it.
2022/01/08 9:45:57 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/08 11:02:35 pm GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The Islands Trust is spending too much on duplicating services provided by other agencies or levels of government. The IT is a glorified referral agency. Please stop trying to pretend it is more than that. The Southern Planning Department has lost its way with scope creep, moving of goal posts, bureaucratic indifference, empire building, and covering [redacted] Often the best way to show competence is to get out of the way. The bureaucratic fumbling of affordable housing is a perfect example of the failure of the Islands Trust to deal with a local crisis. Re-zonings are unnecessarily dragged out for years. Time to reset a pious, arrogant organization that continuously fails its constituents.
2022/01/08 11:24:19 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/08 11:27:50 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I strongly oppose the Islands Trust pursuing greater powers. The IT should respect its "Preserve and Protect" mandate on Gabriola, and keep that central to everything it does.
2022/01/09 4:01:04 am GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/09 4:39:46 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Way too much spent on Islands Trust.
2022/01/09 5:45:01 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/09 5:51:30 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/09 6:13:03 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/09 6:20:34 pm GMT	Gambier	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	We are spending too much on planners for the population of our islands.
2022/01/09 8:35:00 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/10 4:18:50 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Iâ€™m principal do not agree with recent referendum since I cannot access medical on pender even though I live here
2022/01/10 4:44:34 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	We are facing new challenges and austerity and revisions to current structure and expenditures must be adhered to.
2022/01/10 3:19:18 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	These questions are too broad to determine which direction is best for the Gulf Islands. More information required!
2022/01/10 3:58:05 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	CRD is too enmired in bureaucracy. We need action, not rhetoric.
2022/01/10 4:17:09 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/10 11:06:28 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/11 1:05:49 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Who gets a 5 % increase?...Espescially after a 3% increase last year..with no increase in services!..I certainly didn't get an increase in my pension.
2022/01/11 2:38:03 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/11 2:42:03 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I do not support the increase in taxes to allow for the increase in staff required by your current visioning process. I do support an increase in taxes to improve infrastructure and services that are offered in the trust area. I think that you guys are out of line in the way that you are reimagining your mandate though.
2022/01/11 8:45:55 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Island Trust should minimize its bureaucracy and scope and concentrate on major issues concerning the environment and climate change
2022/01/12 5:31:22 pm GMT	Keats	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	If it isnâ€™t broken donâ€™t feel inclined to fix it
2022/01/12 5:36:07 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/12 5:54:26 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/12 6:15:04 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Affordable housing needs more focus.
2022/01/12 6:34:03 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Salt Spring's tax contributions to the Trust outweigh what they should be by population and by Trustee representation. There should be zero tax increases for Salt Springers until this is rectified.
2022/01/12 7:13:25 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/12 7:16:43 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/12 7:38:32 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I would like to see more meaningfully spent on protecting the environment, and less on the "development" of the islands. We move here because we want what exists, not because we want to change it.
2022/01/12 7:45:16 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I would like to see more resources going into affordable housing and and update to Bylaws allowing people to live in trailers and out buildings
2022/01/12 8:28:00 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/12 8:55:53 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Decrease the role and activity of the planning department. Either have the Trust or the CRD control the planning and building permit process, so as to cut costs, time, document preparation, etc for public applicants.
2022/01/12 9:29:23 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Don't set up an IT wide Housing Authority - get out of the way of the various municipalities and work with their existent Housing Authorities, Strategies, plans and infrastructures. Significantly more locally appropriate than IT wide decisions being made.
2022/01/12 10:21:21 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Needs to be clarity about jurisdiction with farms and non-farmed ALR lands within the Trust.
2022/01/13 12:13:44 am GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	What programs and services ? Pretty important information.
2022/01/13 12:34:37 am GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/13 1:25:31 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	So many resources are spent on compliance to the bylaws, that don't reflect the changing times and changing demographics. There should be an overhaul of the bylaws to simplify them and reduce the amount of time, energy and resources that are dedicated to make people conform.
2022/01/13 3:11:04 am GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 4:39:22 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 5:19:45 am GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 8:45:56 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Our roads need a lot of work.
2022/01/13 8:09:22 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The Bloat and Fiefdom The Islands Trust Council has created is staggering.! No New Taxes!
2022/01/13 8:42:05 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 9:40:52 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/13 10:17:20 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/13 10:21:58 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Itâ€™s no time for a tax hike, many families are struggling in this pandemic with income and rising food/fuel prices. Tighten your collective belt until after 2024 when the experts are saying we will be back ahead after Covid is controlled.
2022/01/14 12:04:10 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/14 11:21:17 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/14 4:19:31 pm GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The IT should maintain its focus on landuse planning & zoning, rather than attempting to control issues that are the jurisdiction of other levels of government.
2022/01/14 5:39:33 pm GMT	Saturna	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/14 6:47:09 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/14 7:18:39 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	If these numbers are accurate Iâ€™m appalled â€œthe CVRD, with a population of 26,000 and three towns to run, has a planning budget of $1.8 million, They have 6 planners, 4 bylaw enforcement officers, and two building inspectors. The IslandsÃ¢ â,¬TM Trust, with a similar population, has a Planning budget of over $6.8 million with 13 planners, 3 planning managers, and 3 planning assistants. There are also 4 administrative assistants in the Planning Department. I would know the accuracy of these comparisons with other jurisdictions .

2022/01/14 11:34:49 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 2:42:51 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	More road maintenance
2022/01/15 2:43:39 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 7:07:10 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 4:12:08 pm GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Taxes should not exceed the rate of inflation unless for exceptional circumstances.
2022/01/15 7:51:52 pm GMT	Bowen	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 8:21:38 pm GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 8:34:42 pm GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too top heavy!
2022/01/15 9:16:00 pm GMT	South Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/15 9:49:11 pm GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/15 10:07:52 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Quit catering to minority groups and look after the working family needs of this Island. Do we really need more hiking paths? Do we really need cycle lanes when they aren't maintained and therefore aren't used properly? Can we move towards a Little League ball park that this Island was stripped of more than 40 years ago and have been promised a new field ever since. Some of those 11 and 12 year olds are now grandfathers !!
2022/01/15 11:47:22 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Stop wasting our money. Ridiculous overhead cost with the majority of administration not even living in the Trust. This spending on admin has to be reduced now.
2022/01/15 11:59:52 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Taxes Taxes Taxes!!! Due to Covid spending by ALL levels of govt (in addition to all previous decades of spending our future) we WILL be getting ever more increases in govt taxes never mind the Islandsâ€™ Trust wanting more!!! Why do we need four levels of govt when the rest of Canada only has three???????????
2022/01/16 12:24:57 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too much island trust red tape and staffing. Iâ€™d get rid of the lot of them. They need to address water and housing first.
2022/01/16 12:30:05 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	How do we ensure value for money? What are they key performance indicators that are used to monitor performance of the CAO and the trust organization?
2022/01/16 12:30:46 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 1:06:44 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/16 1:12:32 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 4:49:33 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 5:37:02 am GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 6:13:46 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Stick to your original mandate
2022/01/16 8:24:52 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The trust is no longer needed.
2022/01/16 1:26:00 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	listen to the people you serve and conduct surveys WELL IN ADVANCE of planning the budget
2022/01/16 2:44:37 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Island Trust seems out of control and needs to be reined in.
2022/01/16 3:57:03 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 4:41:34 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	They should work with current levels of funding.
2022/01/16 4:44:56 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I support desalination. Cut the fire department budget.
2022/01/16 7:07:35 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/16 7:52:33 pm GMT	The entire Islands Trust Area	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 8:43:45 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Islands Trust are just a bunch of criminals masquerading as politicians. Everything they do is questionable at best and they should be removed entirely. They have repeatedly done things that they have no right to do. This is a failed experiment being abused by people given a position of power.
2022/01/16 9:09:12 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/16 9:56:31 pm GMT	Gambier	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Way too many consultants and planners.
2022/01/17 12:05:44 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/17 1:17:19 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Yes, lots and lots of questions!!!!
2022/01/17 1:42:17 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Dedicate more towards affordable housing resources and development. Do not put the burden of the housing crisis on current homeowners. Simplify the bylaws which will reduce unnecessary bylaw enforcement activities.
2022/01/17 1:47:41 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Stop trying to take over responsibility from other government
2022/01/17 2:00:18 am GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/17 2:10:00 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Keep expenditures to the island as much as possible and curb the growing CRD presence before they become the governance, use the experience of retired residents as much as possible and change policy where only property owners can vote or be on boards (e.g. Fire Hall) is 100 years dated, full time residency should be the only qualification.
2022/01/17 3:00:11 am GMT	Thetis	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Too much office and staffing expenditures
2022/01/17 3:44:28 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/17 4:24:08 am GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The Islands Trust seems to be run by small interest groups who push their agendas without caring how the majority of the property owners and residents feel. Please return to the original mandate of the Islands Trust as it operated in the "old days".
2022/01/17 5:43:24 am GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Budgets and expenditures are excessively HIGH, in comparison to SERVICES PROVIDED. IT services are so far behind and out of date on Islands compared to other municipalities, yet staffing and taxation exceed other municipalities. IT budgets need to be Balanced based on residential/community needs based on populations, now and in future.
2022/01/17 6:19:52 am GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/17 12:39:14 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Why an increase of 68 percent!

2022/01/17 1:57:49 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	We donâ€™t need to spend any additional $ on Islands Trust!
2022/01/17 3:32:36 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	No
2022/01/17 4:02:10 pm GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	It seems to me from attending LTC meetings that much staff and Trustee time could be saved by having a clear federalist Trust Policy Statement with natural environmental protection as the priority as was intended in 1974 by the Act. All land use applications must first demonstrate to the LTC that they are consistent with the Directives, without the kind of mis-interpretation that has occurred and the manipulation and amending of OCPs. Trustees need to be clear that their primary mandate is environmental protection. It has become a very muddy, divisive and consequently costly process with the introduction of â€œcommunity needsâ€. The faulty Professional Reliance system needs to be addressed I would like to see budget money re-directed if possible or more provincial money dedicated to have an independent panel of environmental experts who would assess applications and the proponentsâ€™ reports (water, wastewater, ecological assessment, etc.) to ensure that the real facts on environmental impact of any land use application requiring rezoning or variances are known.
2022/01/17 4:07:18 pm GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/17 5:01:26 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	No tax increases
2022/01/17 5:02:53 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	There are only so many tax dollars. It is NOT a bottomless pit. NEVER forget that !!
2022/01/17 5:32:01 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	IT needs to cut expenses
2022/01/17 5:46:00 pm GMT	Mayne	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/17 5:58:57 pm GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Taxes Taxes Taxes!!! Due to Covid spending by ALL levels of govt (in addition to all previous decades of spending our future) we WILL be getting ever more increases in govt taxes never mind the Islandsâ€™ Trust wanting more!!! Why do we need four levels of govt when the rest of Canada only has three???????????
2022/01/17 6:07:49 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Stop spending on hiring bylaw officers that treat people like prison inmates. Stop wasting peopleâ€™s time , get something accomplished for all that money?
2022/01/17 6:08:05 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I appreciate the principles of Islands Trust and want to see the services improved.
2022/01/17 6:10:00 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Our island roads are horrible condition. It is embarrassing and dangerous to travel along our main connecting road (Fulford-Ganges) with all the half-assed patches, potholes, lack of shoulder, varying blacktop thicknesses, and little-to-no lines. Maybe some reflective markers in the road? Rural character does not have to mean disrepair.

2022/01/17 6:34:48 pm GMT	Galiano	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	To decrease spending , all land use applications must first demonstrate to the LTC that they are consistent with the Directives, without amending the OCPs. Increase spending for the Islands Trust to have their own environmental experts (wastewater, ecological assessment, etc.) and not to rely on the experts from the applicants as is done now,
2022/01/17 7:44:29 pm GMT	Hornby	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Our services have, if anything, diminished over the last 18 months. Hence there should be no tax increases.
2022/01/17 9:00:38 pm GMT	Gabriola	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	I believe it is critical that the Island Trust keep its activities (and expenditures) within the defined scope of its mandate and not move into areas where the Trustees might like to meddle but is actually outside its legislative mandate and scope of operations.

2022/01/17 10:53:35 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	Over the past 45 years, Islands Trust has consumed approximately $200 Million. While there have likely been some positive contributions to their legislated mandate, the concept of Community Planning has missed the point of recognizing community changes and needs such as housing diversity. That has always been rejected or disallowed. It is easy to expect that people do get older and their needs change, but they have completely missed that reality. The forthcoming practical solution will likely be more "development", an unintended consequence of ideology vs pragmatism! Rather than budgeting for increasing bureaucracy and virtuous intentions that cannot ever be resolved by this level of government, I propose adopting goals and strategies what they can accomplish and measured by merit. As long as there is oxygen, organizations like Islands Trust will continue to grow, often unchecked by any sense of fiscal responsibility and objectively measured achievements.
2022/01/18 1:35:29 am GMT	Denman	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	
2022/01/18 6:08:52 am GMT	North Pender	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

2022/01/18 7:19:21 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	The questions above are not granular enough. I would be comfortable with budget increases subject to a cap of trailing 12 month CPI failing which I would not be comfortable. There needs to be a control on government spending so that the property owners, who are under significant financial pressures themselves, don't become the bank account for unabated spending increases by local governments.
2022/01/18 8:02:16 pm GMT	Salt Spring	KEEP TAXES THE SAME, but decrease spending in some areas while increasing spending in other areas	

13. From: Art Curtis [redacted]
Sent: Wednesday, January 19, 2022 9:47 AM
To: Budget <budget@islandstrust.bc.ca>
Subject: Islands Trust Budget

I do not support the proposed 2022 Islands Trust budget. As there is a Governance Review underway as well as controversial proposed Policy Changes and the fact that it is election year for the Islands Trust, I suggest a moratorium on any budget increases for 2022.

Art Curtis [redacted] Pender Island

14. From: gavincoford [redacted]
Sent: Friday, January 21, 2022 10:52 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Marine Ecosystem protection

Increase Bylaw enforcement budget of the WG AREA, the ocean is for all to enjoy not just selfish boaters and live aboards hijacking and using the ocean as a storage area, destroying the marine environment for decades to come!!

15. From: vconnors dahlconnors [redacted]
Sent: Saturday, January 22, 2022 12:06 PM
To: Budget <budget@islandstrust.bc.ca>
Cc: [redacted]
Subject: Proposed Budget 2021/2022

Thank you for providing an opportunity to provide our comments on the budget. I am a property owner on Pender Island.

I am absolutely opposed to any increase in the budget for the Islands Trust, and am opposed to the Island's Trust expanding its programs and organization beyond current levels. We on the Gulf Islands are burdened already with 4 levels of Governance including the Islands Trust. Your proposed expansion of programs to include such things as marine management, housing, climate change and endangered species are not only beyond the mandate of the Trust, but are already covered and within the mandate of the other three levels of government for which we pay taxes.

It goes without saying that on the Gulf Islands, we are over taxed and under serviced. While I appreciate that the Islands Trust mandate is to preserve the rural nature of the gulf islands, I believe that the Islands Trust is already operating beyond the scope of its mandate and unnecessarily interferes in the good governance of the gulf islands without contributing a proportional amount of benefit period, but certainly given the cost to the taxpayers.

We receive so little as tax payers in the gulf islands – I don't even have a decent road to get to an from my property let alone any other infrastructure usually covered by property taxes – the road to and in front of my property it is literally the only piece of infrastructure that is covered by my property taxes and its falling apart and has been in complete disrepair for many years (there is no infrastructure whatsoever such as curb and gutter, light, garbage, water, sewer, recreational facilities etc. etc. etc.) Yet

our property taxes are disproportionately more than just about anywhere else in British Columbia…… and the Islands Trust now wants to add to that burden…….. Absolutely Not.

Thank you for taking the time to consider my comments.

Vince Connors

Vincent M.E. Connors
[redacted]

16. From: Marc Herrmann [redacted]
Sent: Monday, January 24, 2022 1:22 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Island Trust Budget 2022/23 Questions

Hello;

Fundamentally I support Island Trust and what they stand for based on their "original" objectives and initiatives in sustainable stewardship of all Islands.
However, it has come to my attention that over the past few years, Island Trust appears to delve into areas that in some instances overlap with municipal directives when it comes to building, bylaws and regional codes. However, this is subject matter that is best left for another day.

I have reviewed your proposed budget for 2022/23 and sourced corresponding details on your website in order to determine how IT derived at the proposed $9.283M budget.
As you will see in my corresponding attachments, I have a few questions that require clarification regarding allocation of budget, number of employees (especially within Planning) and corresponding remuneration.

One issue is the approximately $6.6M budget for Planning (Assuming this is correct since Bylaw 181 is not updated to reflect current $9.283M). Based on attached org chart of personnel there appear to be too many planning functions based on geographical areas in question.
A separate budget is identified for IT Conservancy of $1.143M. I see that 3 of 5 Conservancy Board Members form part of this board. Are they double dipping when it comes to remuneration since they form part of the Trust Council?
According to IT's website, what is published and posted are the "latest" and "approved" bylaws. If that is the case then Bylaw 181 has not been updated since the last adoption of this bylaw was in May 2021. Enough time to update existing categories and add categories as required. This would proof a far clearer picture to the public as to the succinct breakdown of each category in a spreadsheet manner as opposed fragmented News Release of the 21 January.
The same goes for Bylaw 153 pertaining to the remuneration calculation by region. This too would be helpful to the public to get a clear picture as to allocation of funds.

I believe other questions are self explanatory within the document.

During my working life I have been involved in Project and Construction Management for major infrastructure projects ranging from $10M to $500M from large scale mining operations, Hydro Substations and Transmission lines. I have put together hundreds of budgets and I believe I have a reasonable understanding of what a clear succinct budget should look like.
Since taxpayers essentially fund approximately 80% of IT's operating budget, it only makes sense to be as transparent as possible in order to gain the public's trust and confidence.

Respectfully,

Marc Herrmann
Gabriola, BC

Islands Trust Staff Organization Chart

Salaries, Expenses, Objectives, Deliverables for other Org Chart Functions?

- Chief Administrative Officer (Deputy Treasurer and Deputy Secretary)
  - Legislative Services Manager (Corporate Secretary)
    - Legislative Services Clerk
  - Executive Coordinator
  - Director Administrative Services (Treasurer)
    - Senior Technical Analyst
      - Information Systems Coordinator
      - Spatial Data Analyst
      - GIS Technician
      - Applications Programmer & Support Analyst
    - Finance Officer
      - Finance Clerk
    - Employee Services Coordinator
      - Administrative Assistant
  - Director Local Planning Services
    - Senior Freshwater Specialist
    - Planning Technician
    - Bylaw Compliance & Enforcement Manager
      - Bylaw Compliance & Enforcement Officer
      - Bylaw Compliance & Enforcement Officer
      - Bylaw Compliance & Enforcement Officer
      - LPS Admin Assistant
    - Regional Planning Manager (North)
      - Island Planner
      - Island Planner
      - Island Planner
      - Planner 2
      - Planner 2
      - Legislative Clerk (Deputy Secretary)
      - Planning Team Assistant
      - Administrative Assistant
      - Administrative Assistant As/When
    - Regional Planning Manager (South)
      - Island Planner
      - Island Planner
      - Island Planner
      - Planner 2
      - Legislative Clerk (Deputy Secretary)
      - Planning Team Assistant
    - Regional Planning Manager (Salt Spring)
      - Island Planner
      - Island Planner
      - Planner 2
      - Planner 1
      - Legislative Clerk (Deputy Secretary)
      - Planning Team Assistant
      - Administrative Assistant
      - Administrative Assistant As/When
  - Director Trust Area Services
    - Grants Manager
    - Senior Policy Advisor
      - Senior Intergovernmental Policy Advisor
      - Communications Specialist
      - Program Coordinator
      - Community Communications Specialist
    - Islands Trust Conservancy Manager
      - Ecosystem Protection Specialist
      - Communication & Fundraising Specialist
      - Property Management Specialist
      - Covenant Management & Outreach Specialist
      - Species at Risk Coordinator
      - Administrative Assistant

Budget: $6,567,000 Salaries, Expenses, Objectives, Deliverables?

Explain, rationalize number of planner functions in all areas. This does not make sense based on physical lands

Last Updated: Apr 2021

Islands Trust

Islands Trust

News Release

200 - 1627 Fort Street Victoria B.C. | V8R 1H8
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January 21, 2022 – for immediate release 2022-01-IT

Islands Trust seeks input on its proposed 2022/23 budget

Lək̓ ʷəŋən, METULIYE/Victoria, B.C. – Islands Trust Council welcomes public comments on its proposed 2022/23 budget, through Sunday, February 6.

The proposed cash budget for 2022/23 of $9,283,000 assumes that the Islands Trust will maintain existing service levels, and will undertake the following projects:

- Official Community Plan update for the Hornby Island Local Trust Area
- Official Community Plan update for the Gambier Island Local Trust Area
- Housing project for the Denman Island Local Trust Area
- Ganges Village planning project, Coastal Douglas-fir zone and associated ecosystems protection project for the Salt Spring Island Local Trust Area and a housing action program for the Salt Spring Island Local Trust Improvements to development application processing services
- Affordable housing model bylaws project for use by local trust committees and Bowen Island Municipality
- Groundwater science and mapping program focused in 2022/23 on Bowen Island and the Gambier Island Local Trust Area as well as select smaller islands in the Trust Area
- Heritage preservation overlay mapping and model bylaws project for use by local trust committees, Bowen Island Municipality and Islands Trust Conservancy
- Climate change indicators program, specific to the Trust Area
- Stewardship education program
- Administrative support to regional coordination groups program (e.g. Howe Sound Community Forum, Southern Gulf Islands Forum)
- Species-at-risk protection program through Islands Trust Conservancy
- Administration of trustee elections

In addition, funds are budgeted to allocate to other local trust committee projects that arise through the year. Trust Council will also continue to implement its Reconciliation Action Plan and has budgeted funds to improve communication services.

“The proposed 2022/23 budget supports work we have heard is important to communities such as land use policies and regulations that support affordable housing, increased knowledge of groundwater, and protection of species at risk,” said Peter Luckham, Islands Trust Council Chair. “We hope the public will participate in our budget consultation by completing our online survey, sending us an email, or presenting to Trust Council to let us know how they feel about what we’re proposing. For the first time, this year we are offering an online information session to explain the proposed budget and answer questions. Please join us January 27, 2002 at 7:00 p.m.”

Highlights of the proposed 2022/23 budget:

- 6.1% property tax increase: comprised of 4.88% increase to the existing local trust area tax base plus an additional 1.25% tax revenue expected from new construction and development in local trust areas
- $324,000 Bowen Island Municipal tax levy. This is a 4.0% ($12,497) increase comprised of 3.07% increase to be levied against the existing tax base plus an additional 0.95% tax levy expected from new development and construction in the Municipality.
- 2.1% ($190,000) increase in total planned spending for operations, projects, and capital purchases (excludes non-cash amortization expense)
- 8.1% ($768,000) of overall budget funded by approved grants
- $311,000 in application fee revenue (160% increase from 2021/22)
- $259,000 budgeted for transfers from Island Trust surplus and reserve funds (61% reduction from 2021/22)
- $75,500 Salt Spring Island Local Trust Area special tax levy (no change from 2021/22)

Islands Trust will hold an information session January 27, 2002 at 7:00 p.m. via Zoom. To receive a zoom invite please visit www.islandstrust.bc.ca/budget and complete the online form. Participants are encouraged to submit questions in advance.

The public is invited to complete a Budget 2022/23 online survey, send input via email, or present to Trust Council in March. The budget details and ways to comment, including a link to the online survey, are available at www.islandstrust.bc.ca/budget . Questions can be directed to budget@islandstrust.bc.ca or 250.405.5151. **The budget survey is open from January 21 to February 6, 2022**. Trust Council will review budget input, consider changes, and approve the final budget at its quarterly meeting, March 8-10, 2022.

- 30 -

About Islands Trust

Islands Trust is a special-purpose government representing 26,000 people living within the Islands Trust Area and 10,000 non-resident property owners. The Islands Trust Area is located within Coast Salish territory and is the homeland to over 28,000 Coast Salish Peoples who have called this place home since time immemorial. Islands Trust is responsible for preserving and protecting the Islands Trust Area's unique environment and amenities through conservation-oriented land use planning and regulation, education, advocacy, and cooperation with First Nations and other agencies. The area covers the islands and waters between the British Columbia mainland and southern Vancouver Island. It includes 13 major islands and more than 450 smaller islands covering 5,200 square kilometres.

Contact:

Peter Luckham, Chair, Islands Trust Council 250.210.2553
Russ Hotsenpiller, Chief Administrative Officer, Islands Trust, via Clare Frater, Director, Trust Area Services 250.405.5192

ISLANDS TRUST COUNCIL

BYLAW NO. 181

****

A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2021/22 through 2026/27

****

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

1. Schedule "A" attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2021 and ending March 31, 2022, and for the subsequent four fiscal years, and further that;

2. This Bylaw may be cited for all purposes as the "Islands Trust Financial Plan Bylaw, 2021-2022".

READ A FIRST TIME THIS	11TH	DAY OF	MARCH	, 2021
READ A SECOND TIME THIS	11TH	DAY OF	MARCH	, 2021
READ A THIRD TIME THIS	11TH	DAY OF	MARCH	, 2021
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS	4TH	DAY OF	MAY	, 2021
ADOPTED THIS	27TH	DAY OF	MAY	, 2021

_____ _____

SECRETARY CHAIR

This budget should be updated to reflect IT News Release dated 21 January 2022

ISLANDS TRUST
Bylaw 181
Schedule A

Revenue	**2021/22**	**2022/23**	**2023/2024**	**2024/25**	**2025/26**
Provincial Funding	358,000	180,000	180,000	180,000	180,000
Federal Funding	205,000	205,000	-	-	-
General Property Taxes *	7,390,960	7,801,000	8,107,000	8,270,000	8,343,000
Special Tax Levy - Local Trust Committees	75,500	76,000	-	-	-
Fees	120,000	240,000	245,000	250,000	255,000
Interest and Other	68,000	68,000	68,000	68,000	68,000
Transfer from General Revenue Surplus Fund	373,660	105,000	15,000	-	-
Transfer from LTC Specific Fund	204,000	75,000	75,000	-	-
Transfer from Special Tax Requisition Fund	80,000	-	-	-	-
Net interfund transfers**	-	-	-	-	-
Total Revenue	**8,875,120**	**8,750,000**	**8,690,000**	**8,768,000**	**8,846,000**

$9,283,000 as per News Release. Difference $533K?

Why is there a decrease forecast in salaries for 22/23 of 4.4% followed by a 9.8% increase in 23/24?

How does this line up with Bylaw #153 updated Schedule 'A' including Objectives, Deliverables?

Expenditures					
Trust Council	1,316,898	1,258,000	1,382,000	1,399,000	1,432,000
Local Planning	6,667,158	6,567,000	6,629,000	6,579,000	6,603,000
Islands Trust Conservancy	1,109,063	1,143,000	897,000	908,000	929,000
Less non-cash items - amortization	(218,000)	(218,000)	(218,000)	(118,000)	(118,000)
Total Expenditures	**8,875,120**	**8,750,000**	**8,690,000**	**8,768,000**	**8,846,000**
Contribution to (Draw from) Accumulated Surpluses/Reserves	**(657,660)**	**(180,000)**	**(90,000)**	**-**	**-**

What is this?

In conjunction with Org Chart, how does this line up and what are the Salaries, Expenses, Objectives & Deliverables? I noticed 3 of 5 Conservancy Board Members are Trustees?

* Estimated Property Taxes by Source:

Trust Area Property Tax Levy	7,079,772	7,492,000	7,761,000	7,918,000	7,981,000
Bowen Island Municipality Property Tax Levy	311,188	309,000	346,000	352,000	362,000
Total	7,390,960	7,801,000	8,107,000	8,270,000	8,343,000

Should be $324,000

*** Net interfund transfers:*

Transfer from GRSF to LTC Specific Fund	125,000	75,000	75,000	-	-
(Contribution to) LTC Specific Fund from GRSF	(125,000)	(75,000)	(75,000)	-	-
Net interfund transfers	-	-	-	-	-

4.88% tax increase does not match up with numbers provided. Please explain?
Where under Revenue are the $768K of overall budget funded approved grants?

ISLANDS TRUST COUNCIL
BYLAW NO. 153

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

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

Bylaw No.	Amendment No.	Adoption Date
Bylaw No. 160	Amendment No. 1/15	March 31, 2015

ISLANDS TRUST COUNCIL

BYLAW NO. 153

****

A Bylaw to Provide for Remuneration of Trustees

****

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

1. This Bylaw may be cited for all purposes as the "Islands Trust Council Trustee Remuneration 2013-14".

2. Effective April 1, 2013, trustees and appointed members of the Trust Fund Board will receive remuneration as described in Schedule "A" attached hereto and forming part of this Bylaw.

3. Remuneration will be paid to trustees on a monthly basis. In the case where a trustee is not duly appointed for an entire month, remuneration payment amounts will be adjusted on a pro rata basis.

4. The Islands Trust Council Bylaw No. 142, cited as "Islands Trust Council Trustee Remuneration 2011-12", is repealed upon adoption of this Bylaw.

READ A FIRST TIME THIS	6TH	DAY OF	MARCH	, 2013
READ A SECOND TIME THIS	6TH	DAY OF	MARCH	, 2013
READ A THIRD TIME THIS	6TH	DAY OF	MARCH	, 2013
ADOPTED THIS	12TH	DAY OF	APRIL	, 2013

_____ _____

SECRETARY CHAIR

ISLANDS TRUST COUNCIL
BYLAW NO. 153

SCHEDULE "A"

Remuneration effective April 1, 2013 **Update to 2022/23**

How does this reflect current remuneration for 2022/23?

Local and Municipal Trustee Remuneration

Local Trustees	Remuneration $ per Year	Remuneration $ per Month
Denman	$ 9,900.00	$ 824.99
Gabriola	$ 17,636.00	$ 1,469.68
Galiano	$ 10,780.00	$ 898.33
Gambier	$ 9,860.00	$ 821.63
Hornby	$ 10,074.00	$ 839.51
Lasqueti	$ 8,583.00	$ 715.25
Mayne	$ 10,943.00	$ 911.88
North Pender	$ 13,002.00	$ 1,083.48
Salt Spring	$ 29,145.00	$ 2,428.76
Saturna	$ 8,648.00	$ 720.67
South Pender	$ 8,097.00	$ 674.73
Thetis	$ 8,857.00	$ 738.11
Municipal Trustees		
Bowen	$ 3,200.00	$ 266.67

Executive Committee Remuneration

Position	Remuneration $ per Year	Remuneration $ per Month
Chair	$ 40,074.51	$ 3,339.54
Vice-chairs	$ 32,059.61	$ 2,671.63

Payment to Local Trustees who do not register for health/dental benefits through Islands Trust

- Local Trustees who do not register for any health or dental benefits through Islands Trust shall be paid $1,000.00 per annum, paid monthly at a rate of $83.33 per month

Honoraria for Board Members Attending Trust Fund Board Meetings

- The Chair of the Trust Fund Board shall be paid an honorarium of $250.00 per meeting (or less in accordance with Trust Fund Board policy)
- The remaining members of the Trust Fund Board shall be paid $150.00 per meeting (or less in accordance with Trust Fund Board policy)

Calculation of Trustee Remuneration

a) Base calculation of Trustee Remuneration

The annual amount of Local and Municipal Trustee Remuneration is defined as the sum of four amounts calculated annually as follows:

Title	Purpose	Annual Amount
Trust Council Base Amount	To reflect the workload of all trustees, including Municipal Trustees, due to their membership in the Islands Trust Council	$3200
Local Trust Committee Base Amount	To reflect the workload of trustees due to their participation in local trust committee business and meetings	$4200
Population Amount	To reflect the workload of trustees that is related to the population within a local trust area, as determined by the most recent census conducted by Statistics Canada	$1.30 per person resident in the local trust area
Folio Amount	To reflect the workload of trustees that is related to the number of property folios within a local trust area, as determined by the BC Assessment Authority	$1.30 per property folio within the local trust area

b) Adjustment of Trustee Remuneration due to changes in population or property folios

Trustee Remuneration amounts that were defined for April 1, 2013 will be reviewed when the population results are available from the most recent federal census. Any adjustments based on changes in local trust area population or property folios at that time will be implemented on April 1st of the following year.

c) Adjustment of Trustee Remuneration due to changes in the Victoria Consumer Price Index

In fiscal years where census results are not available, the previous year's remuneration will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Any adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year."

17. **From:** Jeffrey Green[redacted]
Sent: Monday, January 24, 2022 4:50 PM
To: Budget <budget@islandstrust.bc.ca>
Cc: Benjamin McConchie <bemcconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>
Subject: Proposed Budget for 2022/23 - Opposed to Proposed Increase to Tax Levy

I have been a property owner on North Pender Island for over 25 years. While I support the core functions of the Island Trust, I do not support the increased budget proposed for 2022/23. The budget and scope of work by the Trust needs to decrease substantially.

I have reviewed and considered the recently posted proposed budget for 2022/23, as well as the summary of tax levies from 1994/95 to present. I also have reviewed the detailed budgets (which provide specific details on salaries, benefits and expenses) for the past three years. Of note, information is lacking to explain the $2.1 million spent on staff with salaries under $75,000/year.

I have several points of concern regarding the proposed increases in taxes. I also think that the survey on the budget needs improvement.

Comments on the Budget
In the 25+ years I have paid property taxes, the Trust tax levy has increased substantially. In contrast, the "services' provided by the Trust have changed little in how they benefit land owners and residents. The Trust needs to revisit its core mandate and focus on that mandate. Trustees and senior Trust staff seem set on ever expanding their area of authority, while providing little is any benefit to the residents of the Trust Area. Some specific areas of concern are:

- The Trust lists 13 additional areas for expenditures over and above their existing services on the budget web page:
    - Four of these are planning related; as land use planning is a core function of the Trust and with multiple planning staff (eight listed in the detailed financial report), this should be part of your normal operations; not an additional expense.
    - The "Improvements to development application processing services" should also be part of your core mandate. Development applicants should pay for any additional costs — not the general tax base.
    - Administrative support to regional coordination groups. You are already paying over $2.0 million for "other employees" (no detail on what they do or how many). Why can't existing employees do this work.
    - The remaining areas cover an array of projects which are of questionable need — especially given the Trust's core mandate. Further, we are already paying for several individuals to conduct "mapping projects". Why can't these individuals do the mapping work as part of their existing job?
    - The Trust needs to focus on its core mandate of land use planning, develop permitting and enforcement and conservation areas. Tax payers within the Trust Area should not be paying for special projects, expanded mandates and special interests that are being put forward by Trustees and senior staff and which are outside the core mandate of the Trust as per their Act.

- The Trust has increased its tax levy to property owners by over 300% since 1994/95 (https://islandstrust.bc.ca/document/islands-trust-budget-history-1994-95-to-2021-22/). Much of this increase has been associated with the hiring of a large number of permanent and part time staff (I.e., as of 2021, 18 permanent staff with salaries over $75,000). The Trust needs to justify these huge increase in costs and continual hiring of employees (e.g., the Endangered Species Specialist and the Administrative Assistants proposed in this budget). Property taxes in other jurisdictions have not increased to a similar degree, yet those municipal governments offer a full suite of infrastructure and services to their constituents; these are real infrastructure projects and services that benefit our communities and residents, not just planning and development permitting. The Trust needs to assess their efficiency and efficacy in delivering their core mandate and return to those core responsibilities.
- **Salaries for Permanent Staff**. I was quite stunned to see the salary ranges for the 18 staff who are paid over $75,000/year. How does the Trust justify 18 salaries in this range, with several in the $110-120K range and the highest being $180K (plus benefits). The Trust needs to carefully review the need for each of these employees and the associated costs (salary + benefits+ cost) for each employee verses their roles and responsibilities.
- **Number of Trustees**. While the number of Trustees was originally set by the Act, why do we need two Trustees per island. In provincial and federal governments that deal with much more than the Trust, one representative per area (with areas defined on a per capita basis) is the norm. Cutting the number of Trustees in half and reducing costs for the various committees would help reduce the overall costs of the Trust.

Comments on the Public Survey in 2022/23 Budget

- The survey requests information on who the respondent is. The survey does not specify how this information is used by the Trust. As an example, the survey begins by asking my "connection" to the islands. It offer "full time resident, part-time resident," etc. But no where in the survey does it ask if I am a property owner and tax payer. As a tax payer who pays the tax levy the Trust issues, this is a key question. Your interest in differentiating between full-time and part-time residents suggests an inherent bias in the way this survey information will be used. Property owners, regardless of whether they are full-time or part-time residents, pay the same amount of tax.
- The survey was issued with just two weeks before the closing date for responses on February 6, 2022. The public meeting on the 27th January leaves only 10 days for a response. Further, only individuals with computers, tablets or cell phones can complete this survey. What about elderly and other residents and property owners who are not computer literate?
- The Trust needs to make sure it constituents — the residents of the Trust Area — clearly understand the primary functions of the Islands Trust (land use planning, development permitting, bylaw enforcement, conservation areas). People often think the Trust is a local government providing mutiple services (e.g., schools, police, fire, hospitals, parks, recreation, roads) when the Trust actually provides no physical infrastructure or direct public services. Respondents to the survey need to understand the limited scope of the Islands Trust to be able to meaningfully respond to questions on decreasing, increasing or holding the budget relative to the services provided.
- The questions on whether the Trust should decrease, leave the funding the same or increase funding are vague in relation to what we are comparing this to. Are you referring to what the core mandate of the Trust is as per the Islands Trust Act as the base? Or are you referring to the existing conditions 2021/22? I already believe the Trust has overstepped its mandate and has

created an inefficient bureaucracy that is disproportionate in size and complexity, compared to other similar-sized municipal governments in southwestern BC. I, as do other on the Islands, question the efficiency and effectiveness of the Trust government and its paid employees.

The Trust budget and its reach needs to decrease not increase. The Trust needs to stay within the intended bounds of the Island Trust Act.

Jeffrey E. Green
[redacted]

18. **From:** David Greene [redacted]
Sent: Tuesday, January 25, 2022 1:37 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Questions

To Whomever:

Finding information that is specific to the different islands within the trust is virtually impossible unless one is quite skilled in computer use; one has oodles of time to dance around the various sites; one is familiar with the scope of the various IT services and their concomitant actual effectiveness.

So the questions:

Is there not a better way to communicate from Island Trust to those who should be able to use the services (but do not have the aforementioned computer savvy, tons of time, and/or understanding of IT's available services)?

Is there not a better way to communicate what **each island** entity gets out of a 9 million dollar plus budget in actual services (not just administrative fees and the like). How much "bang for the buck" accrues to each Island?

I am on Thetis Island. The biggest concern by far for us is these freighters that surround us— bringing us unwanted noise and night lights, incrementally more polluted waters, and lower property values by their very presence. What is Island Trust doing about this biggest of all problems (no buck-passing please, we've heard "solutions" too often over too long a period of time, and still nothing happens)?

Doesn't Island Trust's mission statement (or is it aim? or is it raison d'etre?) mention protecting the unique marine and land environment? That certainly seems disingenuous given the aforementioned marine situation as well as the minimally visible IT services supposedly meant to keep land assets clean and environmentally sensitive.

How does one initiate a process to leave the Islands Trust? There seem to be few reasons for Thetis Island to stay within the Trust. Help me understand what I/we get out of it.

Thank you for your attention to these questions.

David Greene

19. From: John Speirs [redacted]
Sent: Sunday, January 30, 2022 10:02 AM
To: Budget <budget@islandstrust.bc.ca>
Cc: Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>
Subject: Draft Budget

I am writing to express my opposition to the draft budget.

The budget continues a ongoing trend of spending beyond the means of the trust. Over the past 25years the trust budget has nearly tripled. I would support an increase if I could be sure the money was well spent on improving the local infrastructure rather than another study that gets filed away. Rather the increases seem to be spent on more studies, more advocacy, more staff and expanding into areas that fall outside of the trust mandate such as marine management, housing and climate change.

The trust needs to get its own house in order. Leave housing, climate change, marine management to higher levels of government which have the expertise, resources and authority to handle these areas. Duplication of effort by the trust in areas they have no expertise our authority in is wasteful and unproductive.

My sense is the that the planning and development review functions that the trust perform are done poorly and very inefficiently. Someone (ie the trustees) needs to drive change in the bureaucracy so that it is able to do more with less. The CAO should be held responsible for improving performance with clear metrics/kpi's which are reported annually. Many in the community are struggling due to the pandemic and making do with less, the trust should be no different.

There needs to be analysis of what impact not doing or delaying some of the budget proposals. For example, what harm would come from delaying or shelving the Coastal Douglas fir study, or heritage inventories?

Regards,

Jack Speirs

20. **From:** HANS TAMMEMAGI [redacted]
Sent: Monday, January 31, 2022 7:57 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Future budgets & survey

Hello,
I'm writing to express my concern about the rising budget of Islands Trust, which is already excessive. It's worrisome that the Trust is expanding into areas where it should not tred, and is growing its bureaucracy unnecessarily. I have spoken with many of my acquaintances on Pender Island and, almost

unanimously, they feel as I do, that is, that Islands Trust does not offer good value for the money it costs. Yet, you are proposing to expand!

Please do not increase your budget.
Best regards ... Hans

Hans Tammemagi [redacted]
Pender Island, BC [redacted]

21. **From:** Gerry Kristianson [redacted]
Sent: Tuesday, February 1, 2022 11:27 AM
To: Budget <budget@islandstrust.bc.ca>
Cc: Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>
Subject: Proposed Special Property Tax Requisition

As a property owner and permanent resident on Piers Island, I wish to lodge a formal protest against the proposal to continue a Special Property Tax Requisition to fund the entity known as the Salt Spring Island Watershed Protection Alliance (SSIWPA).

Under the heading "Water Sustainability", the Trust budget documents state that the purpose of the requisition is "**to coordinate freshwater sustainability work on Salt Spring Island**." This is reinforced by details that make clear the work of the Alliance is restricted to activities on Salt Spring Island.

Past correspondence with elected trustees and staff of the Local Trust Area has resulted in repeated refusals either to exempt Piers Island property from the requisition or to apply an appropriate portion of the resulting funds to activity consistent with Bylaw 154 which states that the purpose of the tax is **"protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area**".

Limiting use of the funds to an entity whose purpose is **"to coordinate freshwater sustainability work on Salt Spring Island"** not only contradicts Bylaw 154's reference to the local trust area but also paragraph 7 of the bylaw which states that "for certainty, the SS LTA may not further delegate any power that has been delegated by the bylaw". There is an obvious substantive difference between freshwater activity "on Salt Spring Island" as distinct from activity "within the Salt Spring Local Trust Area". In other words, at present properties on Piers Island are to taxed for an activity and series of projects from whose benefits they are excluded.

One of the first interactions between Piers Islanders and the Trust came when some of your predecessors attempted without success to force us to sever our well-established water connection with Greater Victoria. Without any help from the Trust, property owners on Piers provide through our improvement district the reliable distribution of potable water as well as a fresh water reservoir system for firefighting. If the Trust insists on continuing to impose the special levy, then surely it has an obligation to make an appropriate share of the funds available to the Piers Island Improvement District which can put the money to good use "protecting the quality and quantity" of our island's fresh water resources consistent with the terms of Bylaw 154.

Gerald Kristianson

[redacted]

[redacted]

Piers Island

22. **From:** Bryan Anderson[redacted]
Sent: Friday, February 4, 2022 8:44 AM
To: Budget <budget@islandstrust.bc.ca>
Cc: Benjamin McConchie <bemcconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>
Subject: Proposed Budget for 2022/23 - Opposed to Proposed Increase to Tax Levy

I have been a property owner on North Pender Island for over 19 years. While I support the core functions of the Island Trust, I do not support the increased budget proposed for 2022/23. The budget and scope of work by the Trust needs to decrease substantially.

I have reviewed and considered the recently posted proposed budget for 2022/23, as well as the summary of tax levies from 1994/95 to present. I also have reviewed the detailed budgets (which provide specific details on salaries, benefits and expenses) for the past three years. Of note, information is lacking to explain the $2.1 million spent on staff with salaries under $75,000/year.

I have several points of concern regarding the proposed increases in taxes. I also think that the survey on the budget needs improvement.

Comments on the Budget
In the 19 years I have paid property taxes, the Trust tax levy has increased substantially. In contrast, the "services' provided by the Trust have changed little in how they benefit land owners and residents. The Trust needs to revisit its core mandate and focus on that mandate. Trustees and senior Trust staff seem set on ever expanding their area of authority, while providing little if any benefit to the residents of the Trust Area. Some specific areas of concern are:

- The Trust lists 13 additional areas for expenditures over and above their existing services on the budget web page:
    - Four of these are planning related; as land use planning is a core function of the Trust and with multiple planning staff (eight listed in the detailed financial report), this should be part of your normal operations; not an additional expense.
    - The "Improvements to development application processing services" should also be part of your core mandate. Development applicants should pay for any additional costs — not the general tax base.
    - Administrative support to regional coordination groups. You are already paying over $2.0 million for "other employees" (no detail on what they do or how many). Why can't existing employees do this work.
    - The remaining areas cover an array of projects which are of questionable need — especially given the Trust's core mandate. Further, we are already paying for several

individuals to conduct "mapping projects". Why can't these individuals do the mapping work as part of their existing job?

  - The Trust needs to focus on its core mandate of land use planning, development permitting and enforcement and conservation areas. Tax payers within the Trust Area should not be paying for special projects, expanded mandates and special interests that are being put forward by Trustees and senior staff and which are outside the core mandate of the Trust as per their Act.

- The Trust has increased its tax levy to property owners by over 300% since 1994/95 (https://islandstrust.bc.ca/document/islands-trust-budget-history-1994-95-to-2021-22/). Much of this increase has been associated with the hiring of a large number of permanent and part time staff (I.e., as of 2021, 18 permanent staff with salaries over $75,000). The Trust needs to justify these huge increase in costs and continual hiring of employees (e.g., the Endangered Species Specialist and the Administrative Assistants proposed in this budget). Property taxes in other jurisdictions have not increased to a similar degree, yet those municipal governments offer a full suite of infrastructure and services to their constituents; these are real infrastructure projects and services that benefit our communities and residents, not just planning and development permitting. The Trust needs to assess their efficiency and efficacy in delivering their core mandate and return to those core responsibilities.
- **Salaries for Permanent Staff**. I was quite stunned to see the salary ranges for the 18 staff who are paid over $75,000/year. How does the Trust justify 18 salaries in this range, with several in the $110-120K range and the highest being $180K (plus benefits). The Trust needs to carefully review the need for each of these employees and the associated costs (salary + benefits+ cost) for each employee verses their roles and responsibilities.
- **Number of Trustees**. While the number of Trustees was originally set by the Act, why do we need two Trustees per island. In provincial and federal governments that deal with much more than the Trust, one representative per area (with areas defined on a per capita basis) is the norm. Cutting the number of Trustees in half and reducing costs for the various committees would help reduce the overall costs of the Trust.

Comments on the Public Survey in 2022/23 Budget

- The survey requests information on who the respondent is. The survey does not specify how this information is used by the Trust. As an example, the survey begins by asking my "connection" to the islands. It offer "full time resident, part-time resident," etc. But no where in the survey does it ask if I am a property owner and tax payer. As a tax payer who pays the tax levy the Trust issues, this is a key question. Your interest in differentiating between full-time and part-time residents suggests an inherent bias in the way this survey information will be used. Property owners, regardless of whether they are full-time or part-time residents, pay the same amount of tax.
- The survey was issued with just two weeks before the closing date for responses on February 6, 2022. The public meeting on the 27th January leaves only 10 days for a response. Further, only individuals with computers, tablets or cell phones can complete this survey. What about elderly and other residents and property owners who are not computer literate?
- The Trust needs to make sure it constituents — the residents of the Trust Area — clearly understand the primary functions of the Islands Trust (land use planning, development permitting, bylaw enforcement, conservation areas). People often think the Trust is a local government providing mutiple services (e.g., schools, police, fire, hospitals, parks, recreation, roads) when the Trust actually provides no physical infrastructure or direct public services.

Respondents to the survey need to understand the limited scope of the Islands Trust to be able to meaningfully respond to questions on decreasing, increasing or holding the budget relative to the services provided.

- The questions on whether the Trust should decrease, leave the funding the same or increase funding are vague in relation to what we are comparing this to. Are you referring to what the core mandate of the Trust is as per the Islands Trust Act as the base? Or are you referring to the existing conditions 2021/22? I already believe the Trust has overstepped its mandate and has created an inefficient bureaucracy that is disproportionate in size and complexity, compared to other similar-sized municipal governments in southwestern BC. I, as do other on the Islands, question the efficiency and effectiveness of the Trust government and its paid employees.

The Trust budget and its reach needs to decrease, not increase. The Trust needs to stay within the intended bounds of the Island Trust Act.

Bryan Anderson

23. From: Ken P Gurr [redacted]
Sent: Friday, February 4, 2022 12:59 PM
To: Budget <budget@islandstrust.bc.ca>; Executive Admin <execadmin@islandstrust.bc.ca>; Scott Colbourne <scolbourne@islandstrust.bc.ca>; Kees Langereis <klangereis@islandstrust.bc.ca>
Subject: Attached Submission for Budget feedback 2022-23

Dear Islands Trust senior staff and Trustees;

I am respectfully submitting my suggestions on an amendment to 2022-23 Trust Area budget.
It is attached as a 3-page PDF document.

Thank you for your consideration and attention.

Sincerely, Ken

Ken P Gurr

[redacted] Gabriola
[redacted]

[redacted]

Submission to Islands Trust 2022-23 Budget -- Request for Public Input

Submitted by: Ken P Gurr, resident
[redacted] Gabriola

Re: Leveraging your existing budget and working to accelerate and be more effective in the Preserve and Protect Stewardship mandate by reallocating budget dollars to create a small, annual Grants-in-Aid fund available for Trust Area NGO conservancies, land trusts and Indigenous land stewardship programs.

Synopsis

We all know this is a challenging time. Climate change acceleration, population growth and intensifying habitat fragmentation in the Trust Area, eroding trust in governance, and the pandemic have shown that all levels of government must do more with less, and must be more proactive, innovative, and nimble. Things are changing very quickly and the IT, as an institution, cannot hope to aspire to its Preserve and Protect mission without innovating to overcome budget and administrative constraints.

Most local island conservancies/land trusts are well-established as charitable and proven organizations in the Trust Area. They have demonstrated organizational strengths, flexibility to leverage funds many times over with a diversity of grant options, individual donations, volunteers, and an exceptionally high level of community trust and positive regard. These are organizational advantages that the Islands Trust would do very well to lean on and further collaborate with to "help them to help the IT in delivering its mandate."

Over the years, support and collaboration has strengthened from IT and ITC staff to island conservancies and trusts. But the missing piece, and long a source of island community frustration is the IT/ITC not finding the organizational will to easily expand their scope and reach of program delivery through creative financial tools (as the regional district governments have done).

Budget Amendment Suggestions

1) To repurpose/reallocate approximately $35,000 of current proposed budget dollars from within your overall budget or ITC budget to offer annual small grants-in-aid to island-wide conservancies, as IT has precedent already with its "History and Heritage Grants" program.

   For years now, the Regional District of Nanaimo and other regional districts are leading the way in this model of community organizational partnerships for leveraging their program delivery with excellent outcomes relating to culture, recreation, environmental conservation and drinking water/watersheds. These are very transferrable "plug-and-play" templates for the IT to easily implement.

2) Specifically, this new "grants-in-aid for conservation education and outreach" could be sourced within the proposed 2022-23 budget details for the ITC that cites creating a part-time FTE for the position of Fundraising/Grantwriting staff person at $55,000.

3) Instead, this could be re-allocated to $35,000 for new the "NGO grants-in-aid for conservation education and outreach" and $20,000 for freelance grant-writing services to assist the ITC in its applications. (Full disclosure: I *was* a freelance grant-writer after a career in charities, but I am retired and *do not* seek or offer that service! Though many other talented grant-writers exist on these islands and would welcome the chance to lend their expertise to help the ITC apply for government eligible grants.)

4) To request staff to creatively explore other cost-efficiencies for increased reach of the IT and ITC mandate via greater direct collaboration and support of island conservation organizations. This could include: directives for LTCs to allocate a prescribed amount of time to support local conservation organizations with mapping and promotion of conservation programs; denote other in-kind services available; and, to explore the possibility of rotating partial-time secondments of ITC conservation specialists to work directly alongside NGO conservancies staff/volunteers to achieve mutually beneficial outcomes on-the-ground.

Justifying Points

- An IT Conservation Grants-in-Aid program will leverage Trust budget dollars many times over by way of the power of local conservation organizations to extend and match via NGO grants, individual donations and deep well-established networks of volunteers and interpersonal relations to achieve on-the-ground results. (I know these from my professional background as the strongest success factors in effective conservation outreach.)

- This initiative would be a clear demonstration to island communities and opinion-leaders that the IT/ITC is getting more done by stretching existing tax-dollars with community partnerships. (The IT can't buy or print booklets to generate that kind of positive, reputation-saving publicity!)

- Annual small grants of $1,000-$5,000 would be awarded to qualifying local and Indigenous organizations with land stewardship conservation/education/outreach programs and the variety of tools and resources needed that encourage conserving habitat/biodiversity, e.g.) to help personally visit land-holders, to expand promotions, educational materials, and other resources promoting habitat conservation and private land stewardship, NAPTEP, field days, small incentives like free seedlings, native plants, contract outreach staff support, etc. This should not be too prescriptive. (Again, regional districts' grants-in-aid programs should be referenced.)

Backgrounder

I have direct professional experience and historical insight into the current budget allocation for the proposed ITC Fundraising staff position and stewardship education actions for the 2022-23 budget. I believe strongly this is the wrong approach and perhaps with no awareness of past errors in judgement. I think it remains an unhealthy organizational blindspot.

To explain:

Over two decades ago, in 2000, I was hired as the Islands Trust Fund (ITF) Communications and Fundraising Specialist. The main assignment was to develop a Trust Area fundraising plan to seek donations and grants for the ITF (now ITC). An advisory board was setup to review this plan; Trustee Louise Bell was chair.

I resigned from this position after 6-months for two reasons: one being the IT AO at the time was not amenable to me working remotely more often (commuting from Gabriola with pre-school aged children); the other, being I agonized (as both an islander and a professional with years of fundraising and conservation education experience) over the misguided plan of the ITF as a government-established agency essentially competing with conservation NGOs in the gulf islands for donations and grants! I cautioned it was not the right path, that "we" should be supporting these organizations at the grassroots where the community buy-in and leverage of funding is greatest. Ken Millard (the late co-founder of the Galiano Conservancy) also spoke of his concerns with this initiative. Thankfully, enough members of the ITF Advisory Board agreed and cancelled the plan. I was not popular with the Chair after this, and so left the ITF soon after and became the development director of the marine conservation charity, Georgia Strait Alliance.

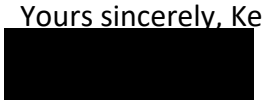
When it comes to delivering on the mandate of the IT/ITC with stewardship education outreach and conservation programs, I also believe strongly that the level of community trust and positive interpersonal reputation is far higher in grassroots community organizations than with the IT/ITC as a government institution. (I am sure an unbiased survey of beliefs and attitudes of Trust Area residents would overwhelmingly bear out what is bluntly true to anyone who has lived on these islands for more than a few years.)

So, if the IT/ITC earnestly cares about most effectively achieving its mandate (and I know it does), it should focus *not* on building costly bureaucratic capacity, but on further *intensifying* and *expanding* delivering its objectives with increased collaborations and funding support of the community-based conservancies, land trusts and Indigenous organizations operating in the Trust Area. And that means less talk and more putting money on the table. It will pay dividends. And may even result in future IT Budget Survey results where respondents say "yes" to increasing taxes to support Trust Area programs!

My expertise and perspective in all of the above: lived on Gabriola since 2000; currently the part-time/semi-retired Nature Stewards Program Coordinator for Gabriola Land & Trails Trust ($8,000 contract over 12 months); was on the co-founding board of the Gabriola Commons; was co-founder and director of community education programs for the NGO the Land Stewardship Centre in Alberta (which recently celebrated 25 years); was provincial communications specialist for the largest multi-partner habitat conservation program on the continent: North American Waterfowl Management Plan.

My profile on LinkedIn (and the underlined in paragraph above are also weblinks).

Yours sincerely, Ken P Gurr



Follow-up addendum to original Budget Submission

Dear Trust Executive – Budget Review:

Following up on my submission from Friday, February 4th, 2022, I would like to clarify the most important point as follows below.

Please add this to my submission for the Trustees and Public Record:

Main Point of My Submission is:

To repurpose/reallocate approximately $35,000 of current proposed budget dollars from within your overall IT budget to create a new "Stewardship Education/Conservation Outreach Grants-in-Aid program for island conservancies/trusts and Indigenous organizations

I do not at all wish to see money reduced or eliminated in any way from the Islands Trust Conservancy Budget to continue doing their vitally important work for the Trust Area! I was merely trying to illustrate that somewhere in the approx. $9 million operating budget the IT must be able to find $35,000 for such an endeavor for the three *Justifying Points* I emphasized.

Yours sincerely,
Ken Gurr
[redacted]
Gabriola, BC, V0R 1X6

24. From: Susan Yates [redacted]
Sent: Friday, February 4, 2022 7:41 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Draft Budget public input

Dear Financial Planning Committee,

Please accept this brief submission to the Islands Trust 2022/23 Draft Budget, on behalf of Directors for the Gulf Islands Alliance

Thank you, with best regards,
Susan Yates (Gabriola Island) and Ian Peace (Salt Spring Island)

To Financial Planning Committee (budget@islandstrust.bc.ca)

From: Gulf Islands Alliance

February 3, 2022

Dear FPC members and Trustees,

Directors of the Gulf Islands Alliance, the grass-roots non-profit group with members throughout the Trust Area, supporting the mandate of the Islands Trust, would like to give our full support to Budget proposals that specifically aim to preserve the natural ecology of the Trust Area.

We also give our full support to the following highlights in the proposed 2022/23 Budget:

- Any and all work done by or on behalf of the Islands Trust Conservancy
- Climate change indicators specific to the Trust Area project
- Groundwater research and mapping for the Trust Area
- Heritage preservation overlay mapping and Model Bylaws project
- Ganges Village Planning Project, and the CDF Protection Project for Salt Spring
- Gambier LTA OCP update
- Hornby Island OCP update

With sincere appreciation for your deliberations and decisions regarding the 2022/23 Budget,

Susan Yates and Ian Peace, on behalf of the Gulf Islands Alliance

25. **From:** Philip Macoun [redacted]
    Sent: Sunday, February 6, 2022 8:46 AM
    To: Budget <budget@islandstrust.bc.ca>; Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>
    Subject: Islands Trust budget exercise

As a property owner and permanent resident on Piers Island, I wish to lodge a formal protest against the proposal to continue a Special Property Tax Requisition to fund the entity known as the Salt Spring Island Watershed Protection Alliance (SSIWPA).

Under the heading "Water Sustainability", the Trust budget documents state that the purpose of the requisition is "**to coordinate freshwater sustainability work on Salt Spring Island**." This is reinforced by details that make clear the work of the Alliance is restricted to activities on Salt Spring Island.

It is totally unreasonable that this special tax requisition that is raised solely for the benefit of Salt Spring Island should be applied to Piers Island residents. It is also unreasonable to dismiss these objections because of procedural difficulties.

Yours sincerely

Philip Macoun
[redacted]
Piers Island

26. From: Anthony Law [redacted]
    Sent: Sunday, February 6, 2022 12:06 PM
    To: Budget <budget@islandstrust.bc.ca>

Cc: Alex Allen <aallen@islandstrust.bc.ca>; Grant Scott <gscott@islandstrust.bc.ca>
Subject: Letter re Budget 2022/23

Please receive and consider the ***attached*** letter.

Thank you.

Tony Law

I respectfully acknowledge I am living on unceded traditional territory of K'òmoks First Nation.

Tony Law
[redacted]
Hornby Island, BC [redacted]

Tony Law
[redacted]
Hornby Island, BC [redacted]

To: Islands Trust Council 6 February 2022

re: Budget 2022-32

Dear Council Members:

I am a strong supporter of the object of the Islands Trust – as evidenced by having served as a trustee for more than a quarter of my life. I fully empathize with you as you consider the difficult decisions for establishing the budget and tax requisitions.

But I would also like to challenge you by suggesting that, before you finalize the budget, you consider adopting the following policy:

In any year, any increases in Islands Trust expenditures and property taxes should not exceed the increase in the Consumer Price Index.

This needs some explanation!

1. The Islands Trust has already grown and grown and grown

If the draft budget is adopted, expenditures will have increased by over 300% since 1994/95.

Expenditures have increased faster than population, folios and inflation:

Population
From 1997 to 2016, the resident population in the Trust Area increased by 18%
In the same period, the Islands Trust budget increased by 75%

Folios
From 2005 to 2016, the number of folios in the Trust Area increased by 18%
In the same period, the Islands Trust budget increased by 69%

Inflation
From 1994 to 2021, the Consumer Price Index increased by 67%
In the same period, the Islands Trust budget increased by 174%

The Islands Trust budget has not just kept up with inflation. It has contributed to inflation.

I was a trustee for most of his period and have to accept my share of responsibility.

As I see it, two things were happening:

Firstly, there was a need to establish the Islands Trust as a robust organization capable of doing what was expected of it.

When I was first elected in 1996:

- The planning department was a handful of planners in Victoria with the director taking on the four or five most challenging applications in the trust area
- Trust Area Services was essentially just the director.
- The Conservancy staff consisted of only a part-time manager

Secondly, we trustees continued to have new ideas about what the trust should be doing and the issues it should be trying to address – from housing to herring, from ferries to farming.

As often as not, staff would say this requires more resources, more staff.
We would agonize over draft budget increases to enable this.
Sometimes we would approve them.
Sometimes we wouldn't.
But we did so often enough to keep nudging the budget upwards.

And here you are today, agonizing yet again.....

2. The Islands Trust's work is important – but how essential?

When we trustees got too carried away with inflated ideas about the importance of what we were doing, former Chair David Essig would gently say: "Let's remember, all we produce is paper."
(Today, not so much of that in this electronic age!).

The Islands Trust does not supply water, treat sewage, handle recycling – it does not provide health, education and emergency services – doesn't build hospitals, schools and housing – doesn't maintain roads, bridges and ferries – doesn't fight wildfires and floods.

All it can do is encourage, discourage, and tell landowners what they can and can't do on their land.

This is important – but how essential is it for endless budget increases when.....

3. These are different, difficult and uncertain times

For most of the Islands Trust's 48 years, things have been fairly "normal", with a couple of economic downturns followed by recoveries.

Now that has changed. And expectations of doing things as normal need to change.

A good number of Islands Trust residents are on fixed incomes and facing increased costs for essentials like food, fuel and housing. Many more are dealing with decreased incomes, due to reduced earning ability during the pandemic.

There is uncertainty about when the pandemic will end or what it will be followed by. There is the reality that a climate emergency is upon us, but uncertainty about how it will play out.

Governments have vital and costly work to do in these "non-normal" times,: dealing with wildfires and

floods, managing the pandemic, responding to the overdose crisis, housing the homeless, providing restitution to First Nations, restructuring forestry...this list goes on....

The Islands Trust does not have the authority to take substantive action on these challenges. This is not the time for an organization doing non-essential work to be seeking an increased slice of the economic pie when other levels of government are going to need significant resources to take essential actions.

3. Eliciting co-operation

The way to implement the object of the Islands Trust is implicit in the object itself: "....in co-operation with...". Eliciting co-operation requires good relationships.

When I was a trustee, over and over I would hear islanders refer to the Islands Trust as a distant "bureaucracy in Victoria". Now the characterization has become: a "bloated bureaucracy in Victoria".

It is not so easy to elicit co-operation in limiting the impact of growth when the organization advocating this is itself continually growing!

Halting this growth could be an important element in establishing the necessary cooperative relationship between the Islands Trust and those living in the trust area.

4. An opportunity for leadership

Growth has been an intrinsic part of the culture we all grew up in. Households, workers, businesses communities, governments have all had expectations of more and more. Any entity that was not growing has been considered "stagnant".

Perpetual growth on a finite planet is the root cause of the disruptions of natural systems that are facing us with climate and ecological crises. We need to not only deal with these crises but address the root cause.

That means replacing our unthinking expectations of growth with a conscious effort to achieve a sustainable steady state with respect to human activities. In fact, those of us at the more privileged end of the spectrum need to make do with less to enable some degree of equity between haves or have-nots on the planet..

Making such fundamental change is not easy. It needs leadership and exemplars.

While the Islands Trust cannot make a big difference in terms of consumption of resources, it can make a significant difference by taking on a leadership role and being an exemplar in eschewing growth. The Islands Trust is in a good position to do this having an environmental mandate and, unlike other levels of government, not having to respond to this crisis situation with needed practical measures.

I believe this would have a significant impact on how the organization is perceived and would help restore its relationship with island communities where too many members see it as a bloated bureaucracy.

5. Focusing on areas of authority

A community member once accused me of suffering from Stockholm Syndrome (whereby hostages take on the interests of their captors). A bit unkind, but there was a wee bit of truth there. As a trustee, I was totally captivated by the institution. I was ambitious to make it relevant by encouraging responses to all the issues of concern I was hearing about in our communities.

But now, with some time and space away, I am seeing that these issues can be more usefully tackled by on-the-ground community organizations and other levels of government with appropriate authority.

I am thinking that the Islands Trust should pursue the "preserve and protect" object by focusing resources upon where it has authority to act:

- "preserving", through the authority of the Islands Trust Conservancy to hold and manage land and interests in land;

- "protecting", through the authority of local trust committees to plan and regulate land use.

I believe the Islands Trust could provide an additional useful and non-expensive function by maintaining an easily accessible data base of resources that can be used by communities and others to support actions and advocacy that serve the object of the Islands Trust.

6. Last words

I believe that limiting budget increases to the level of inflation would enable the Islands Trust to continue to pursue its object effectively by focusing upon using its authority. It would provide necessary leadership in times where we all need to embrace change. It would help establish co-operative relationships with island communities.

In saying this, I realize I am speaking from having been a trustee in easier times and with understanding of the challenges involved.

But I do hope this can be given your consideration.

Thank you, sincerely,

Tony Law

PS: See table on next page

Year	Approved Expenditures	% Change in Expenditures	% Change in Property Taxes	CPI Victoria B.C	Expenditure/ Tax Increase More than CPI
1994/95	$2,906,360				
1995/96	$3,287,035	+13.1%	+10.1%	n/a	n/a
1996/97	$3,550,325	+8.0%	+5.1%	+2.1%	✓/✓
1997/98	$3,534,025	-0.5%	+3.9%	+0.9%	-/✓
1998/99	$3,539,590	+0.2%	+1.0%	+0.8%	-/✓
1999/00	$3,546,515	+0.2%	0.0%	+0.2%	-/-
2000/01	$3,790,880	+6.9%	-9.2%	+1.3%	-/-
2001/02	$3,925,460	+3.6%	+4.1%	+1.5%	✓/✓
2002/03	$3,997,175	+1.8%	-0.2%	+1.6%	✓/-
2003/04	$3,946,725	-1.3%	+5.7%	+2.9%	-/✓
2004/05	$4,152,025	+5.2%	+5.2%	+1.8%	✓/✓
2005/06	$4,330,410	+4.3%	+6.2%	+2.5%	✓/✓
2006/07	$4,785,792	+10.5%	+12.4%	+2.0%	✓/✓
2007/08	$5,502,454	+15.0%	+15.3%	+1.6%	✓/✓
2008/09	$6,161,949	+12.0%	+6.0%	+0.8%	✓/✓
2009/10	$6,313,036	+2.5%	+0.9%	+0.4%	✓/✓
2010/11	$6,452,974	+2.2%	+4.7%	+2.0%	✓/✓
2011/12	$6,853,325	+6.2%	+1.0%	+2.1%	✓/-
2012/13	$6,832,473	-0.3%	0.0%	+2.1%	-/-
2013/14	$6,952,192	+1.8%	+1.3%	+1.3%	-/-
2014/15	$7,059,080	+1.5%	0.0%	0.0%	-/-
2015/16	$7,189,445	+1.8%	0.0%	+1.0%	✓/-
2016/17	$7,292,009	+1.4%	0.0%	+1.1%	✓/-
2017/18	$7,703,512	+5.6%	0.0%	+1.8%	✓/-
2018/19	$8,061,134	+4.6%	+2.0%	+1.9%	✓/✓
2019/20	$7,939,886	-1.5%	+2.0%	+2.3%	-/-
2020/21	$8,194,811	+3.2%	+0.3%	+3.1%	✓/-
2021/22	$8,217,459	+0.3%	+3.2%	+2.8%	-/✓
2022/23	*$9,024,917*	*+9.8%*	*+4.4%*	*+3.4%?*	*(✓/✓)*

27. **From:** Rick Taylor[redacted]
Sent: Sunday, February 6, 2022 3:14 PM
To: Budget <budget@islandstrust.bc.ca>; MUNI.Minister@gov.bc.ca; Russ Hotsenpiller <rhotsenpiller@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>; Benjamin McConchie <bemcconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>
Subject: Islands Trust's Proposed Fiscal 2022-2023 Budget Input

February 6, 2022

I am writing to express my adamant disagreement with the Islands Trust's fiscal 2022-2023 budget as follows;

1. The proposed budget results in a 10.1% increase over the previous year which is outrageous for several reasons;
    1. The annual BC CPI has been 2.6% for the previous year (average % Lower Mainland & Victoria). The IT budget is 261% higher than the Provincial CPI. Not acceptable. Reduce the proposed budget to a 2.6% increase. Live within your means and the means of the islanders whom you serve.
    2. The revenue segment of the proposed budget increased 9.8% year over year, mostly derived from an increase of 158% in fees and sales, from $120,000 to $311,442.
        1. If the increase in fees is disproportionate to development value, the Islands Trust is contributing to the cost of already unaffordable housing. Did you know the average home has ~$150,000 in development and building permitting fees, levies and associated taxes. How can anyone save this much to fund their first home? They are paying these mortgaged fees over 25 years from their after income tax earnings. Don't pile on!
        2. If sales increase dramatically in the new fiscal year, those revenues are unsustainable in future years. The results will be the IT seeking ever higher property taxes in future years to cover sales revenue shortfall.
        3. We islanders know that the islands' housing market rises, stagnates and falls repeatedly over time, with a long time gradual increase. IT funding should reflect this reality and not look at particularly active years as a guarantee of future sales returns.
        4. The overall revenue segment increase is projected to be $807,000, a 9.8% assumed revenue increase. I doubt the IT has considered the approval process for fees considering approval timing does not (typically) match the fiscal year. The number s both exaggerated and sales revenues likely will not match reality in a rising interest rate environment.
    3. The expenses segment of the budget, notably, Council Services is proposed to increase by $220,000 or 27.3 % of the projected increase in revenues. This is outrageous. Typically, these segments of a budget increase minimally. Why the large increase and why do they need an increase of administrative services from 14% to 16% of the overall expenditure segment of the budget?
2. The budget contemplates completing 13 projects in fiscal 2022-2023. They are sufficiently complex and, I believe, will not all be completed in that the completion rate would be 1 project every 4 (work assignment) weeks. Make choices (legislated first) and prioritize others over future years.

Thank you and I look forward to seeing a much improved and affordable budget and property tax increase.

Rick Taylor
[redacted] Pender Island, BC [redacted]
[redacted]

28. **From:** Lawrie Dignan [redacted]
Sent: Sunday, February 6, 2022 3:23 PM
To: Web Comments <webcomments@islandstrust.bc.ca>
Subject: RE: NEWS RELEASE - Islands Trust Council Meeting Program Announced

https://c2cjournal.ca/about/

In order to make an informed decision to either approve or disapprove the upcoming budget for IT, I would need to be brought along at each step of the way with actual interaction with trust meetings all along, and I mean for several years now. I have not been.
For you to present a new budget, the biggest ever, everyone in the trust areas needs to have more involvement in IT goings on.
I have said this before and am saying it again, I would like to see an audit of Islands Trust practices, policies and procedures done by an independent group of auditors. This will tell everyone just where the money goes and how it is spent.

I was made aware of C2C today, which I had never heard about in the past and am grateful They seem to be a bit of a Public Watchdog on the Trust. Good on them.

I have my own story with having IT involved in a project of mine, where thin skin determined the involvement and the resolve to the issue. There was none that can accept. In fact, I have been waiting two years to find out what the H** happened.

For you to ask me, or others like me without prior or previous involvement or understanding for a decision that will affect our lives and our pocketbooks for ever, with regard to this new budget is unfair.

I will do whatever I can do to get some changes made to the IT structure.

Sincerely
Lawrie Dignan
[redacted]
Pender Island, BC

29. From: Rowena Dixon [redacted]
Sent: Friday, February 4, 2022 4:49 PM
To: Islands2050 <Islands2050@islandstrust.bc.ca>
Subject: Budget expenditures

My opinion is that we have already spent far too much on advocacy, and surely we cannot go on studying and studying and bringing on board even more advice as to how best to preserve and protect. We have so many planners and let's face it, this Island has taken a backward turn in the 55 years I have lived here. Businesses closed down and even moved off Island before COVID or Climate change or Global warming raised their frightening heads. Do you not understand yet that Climate change is absolutely normal? Compare to 100 years or more ago. There were always wild fires on the prairies and elsewhere,long before we started to build and develop towns and cities in unsuitable locations .
Here on S.S.I. People cannot afford to buy homes any more. Many children born and raised here do not stand a chance, and even if the family own a suitably sized property that could be multi- family; forget that sensible notion. Planners do not think that way.
This brings us to the part where we consider employing even more people! To what end? We surely have enough employees by this time that can put their heads together and use common sense to draw on their own talent and experience. This is why we voted these trustees in in the first place , because we expected them to be able to make important decisions without wanting to involve every Tom, Dick and Harry.
Find some land; there is still plenty here and put up some affordable Could say so much more but this will do for now. We old Islanders are upset.
Sent from my iPad

30. From: Dave Paton [redacted]
Sent: Sunday, February 6, 2022 1:02 PM
To: Sue Ellen Fast <sfast@islandstrust.bc.ca>; Michael Kaile <mkaile@islandstrust.bc.ca>; Laura Busheikin <lbusheikin@islandstrust.bc.ca>; David Critchley <dcritchley@islandstrust.bc.ca>; David Critchley <dcritchley@islandstrust.bc.ca>; Kees Langereis <klangereis@islandstrust.bc.ca>; Dan Rogers <drogers@islandstrust.bc.ca>; Tahirih Rockafella <trockafella@islandstrust.bc.ca>; Jane Wolverton <jwolverton@islandstrust.bc.ca>; Kate-Louise Stamford <kstamford@islandstrust.bc.ca>; Alex Allen <aallen@islandstrust.bc.ca>; Grant Scott <gscott@islandstrust.bc.ca>; Peter Johnston <pjohnston@islandstrust.bc.ca>; Timothy Peterson <tpeterson@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>; Jeanine Dodds <jdodds@islandstrust.bc.ca>; David Maude <dmaude@islandstrust.bc.ca>; Benjamin McConchie <bemcconchie@islandstrust.bc.ca>; Deb Morrison <dmorrison@islandstrust.bc.ca>; Laura Patrick <lpatrick@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>; Paul Brent <pbrent@islandstrust.bc.ca>; Lee Middleton <lmiddleton@islandstrust.bc.ca>; Cameron Thorn <cthorn@islandstrust.bc.ca>; Steve Wright <stwright@islandstrust.bc.ca>; Doug Fenton <dfenton@islandstrust.bc.ca>
Cc: Executive Admin <execadmin@islandstrust.bc.ca>
Subject: Trust Freshwater Sustainability Strategy

Dear Trustees,

It is apparent that the IT is allocating ever increasing funding towards studies on groundwater (GW) sustainability, often duplicating work already done by the Province – the body actually responsible for the issue. Apologies for the level of detail in this email but I found the sources of information difficult to navigate and the budget history opaque. In addition the topic has economic significance as it's been my

experience that GW availability is often cited as a reason against development in the Trust area. In particular some of the GW study assumptions and findings may have the potential to exaggerate the issue of GW abstraction criticality.

Recently the IT posted 3 GW reports in the IT document library These were commissioned from GW Solutions in 2019. While actually issued last year they were mistakenly assigned the date of posting so are not easy to find – The url for the report listing is:

https://islandstrust.bc.ca/mapping-resources/document-library/?_sft_type=scientific#grid

and the urls for the 3 reports are:

https://islandstrust.bc.ca/document/islands-trust-area-aquifer-conceptualization-report-ver-2021/
https://islandstrust.bc.ca/document/islands-trust-groundwater-recharge-mapping-potential-project-report-ver-2021/
https://islandstrust.bc.ca/document/southern-gulf-islands-groundwater-availability-assessment-report-ver-2021/

Two of them have separate appendices also posted in the document library:

In parallel, preparation of a separate strategy document on freshwater sustainability was outsourced to an external consultancy "Econics Consulting" early 2021. For some reason the latter has not been posted standalone in the electronic library – instead it is embedded in the EC November 17th 2021 agenda package – I've attached the pdf above for your convenience. I see the document being in parallel as it recommends the IT outsource work already done by GW Solutions a year earlier. It appears that this study received a $90k grant from the BC Healthy Watersheds Initiative and the IT committed a further $20k from its RPC budget.

Econics produced a 10 year programme with an order of magnitude cost table which I've attached as a pdf above. Horrifically if one adds up the $ in the table it doesn't take much imagination to see an outlay north of $1m! Perhaps some of the work will attract further external grants but in a post-Covid Provincial budget challenged world – I doubt it**.** Anyhow as a Provincial tax payer I'd rather see that external funding put to better use. All of the SGI LTCs approved the expenditure. It seems that the IT commits to this further study expenditure in roughly $50k chunks without proper consideration to work already done – even within its own structure. I'd also question if study reports get subjected to detail review.

Why has the IT committed to spending vast sums duplicating the work and responsibility of a much more experienced and better funded senior level of government?

Next to the **GW Solutions reports.** It's likely that the reports' conclusions will be included in LUBs potentially imposing significant economic costs to island communities – property development, businesses and even agriculture. Thus they are important.

The **first report** details the creation of three dimensional (3D) geological models encapsulating the geology, groundwater and structured well data for the Islands.

The **second report** assesses the spatial variability of groundwater recharge potential across the chosen islands. This is designed to provide the IT with the means to assess the recharge potential of different areas with a view to protecting water resources. It states "It is anticipated that this research and mapping will support TC staff with assessment of the potential impacts of density or intensity of land use (e.g., at build-out) on aquifer recharge. Ultimately, this work has potential to support the TC to deliver on their mandate to ensure the sustainability of water resources".

I found the **third report** the most interesting. The Groundwater Availability Assessment is a water balance determination for areas of the islands designed to identify the percentage of groundwater use relative to aquifer recharge. The data is presented in map form for the scenarios of normal and dry years, coloured for 3 levels of abstraction as a percentage of recharge – 0-5%, 5-10% and over 10%.

I'm most familiar with Saturna so I could assess GW Solutions' assumptions and data in relation to Saturna. I appreciate given funding limitations the study would necessarily be "desk top" without detailed site visits. In general in my opinion and as the report admits, the assumptions lean towards pessimism. **Some comments:**

Use is based on property tax zoning records which raises several anomalies for Saturna. This leads to errors in land use that would significantly inflate estimates water abstraction. We live on Saturna's East Point – the core of the peninsula is over 100 acres and zoned residential for around 3 SFD and currently has none – it's mostly a swamp – the report has it marked as commercial with a corresponding level of water consumption.

The report's water use assumptions seem more in line with a large metro area than our quite unique islands – e.g. irrigated city parks, larger family domestic consumption with waste water flowing to a treatment plant rather than returning to groundwater via septic. We live in the land of "if it's yellow let it mellow" and small family units, so the 625L/d residential figure seems high – our family uses around 200 and all that water returns to GW – we collect rainwater for gardening. I couldn't see if the report considered septic return in its water balance.

GINPR makes up almost half of the island and is forested. Further it retains a legal structure of several individual parcels – probably each designated by the study as a park. The map shows it in the irrigation category. The report admits "It is expected parcels within the irrigation category will overestimate water demand. The method assumes 50% of the land is actively irrigated with volumes assigned in Table 2 of the report." GINPR is so massive, if this is so the results are totally skewed. Parks Canada doesn't even supply potable water to its campsite much less engage in irrigation. Neither do any of our own parks – there are several.

A large private managed forest on the south side of the island is considered industrial!

Many lots on Saturna, even though they might have a well, use rainwater harvesting for domestic supply – this is particularly the case in areas with poorer recharge so distorting the reports view of the areas' criticality. Pretty much all use captured rainwater for gardening. On East Point we mandated a degree of rainwater storage. I can't see how the authors would have access to this data.

Similarly vast numbers of the residences are seasonal or even weekends only – I can't see that this is considered in the report or even how it could be – for Saturna this would result in significant over-

estimation of consumption. Even in summer a large number of the houses are empty most of the time. The report does however consider seasonality of agriculture and commercial use.

Most areas of Saturna fall into the least concern (less than 5% of recharge capacity) green category – our only area in the medium range (5% to 10%) orange category is Boot Cove/Old Point Farm which is 7.5% in a dry year. From a knowledge of the area the conclusion doesn't make sense. The east side of Boot Cove is on a CRD community water system fed remotely from a lake and some associated wells - as is Lyall harbour. The report shows Lyall harbour in the green category – both locations run off the same water system so there is no logic for them being different. Furthermore the west side of Boot Cove is part of the Old Point Farm community which has 3 wells feeding a community system serving just 20 houses on one acre lots – the land area is 270 acres – intuitively it would be one of Saturna's least stressed areas.

Given this experience in relation to Saturna, Trustees should review the report's conclusions for their island using local knowledge before considering GW LUB restrictions. Also they should consider if it will be cost effective to continue with large scale expenditure on further studies – perhaps the Province's FLNRORD would be willing to assist with this decision.

I've sat through countless Saturna LTC meetings listening to people citing GW as an excuse for blocking affordable housing development, business projects and subdivisions – often in areas that one wouldn't expect there to be a problem – even with its potentially pessimistic slant this report pretty much says there isn't a problem anywhere on Saturna.

Dave Paton
Saturna Island.

March 2022 Islands Trust Council
Proposed 2022/23 Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's recommended 2022/23 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive direction for amendments as needed;
- To provide an opportunity for questions, comments and recommendations and amendments from Trustees in advance of Trust Council's budget approval on Thursday, March 10, 2022.

Resources: Peter Grove, Financial Planning Committee (FPC)
Julia Mobbs, Director, Administrative Services (DAS)
Russ Hotsenpiller, Chief Administrative Officer (CAO)
Clare Frater, Director, Trust Area Services (DTAS)
David Marlor, Director, Local Planning Services (DPLS)

Introduction	Chair, FPC
Comments	Chief Administrative Officer

2022/23 Proposed Budget Overview
• Budget Assumptions and Principles
• Draft Budget Overview & Detail
• Funding Requests Summary
  ○ Local Trust Committee Projects
  ○ Strategic Plan Initiatives
  ○ Operational Initiatives
• ITC Board budget request
• SSI LTC special requisition
	Director, Administrative Services

Trustee Questions/Debate	Trustees

NEXT STEPS:

- Trust Council approves final budget and Financial Plan Bylaw 2022/23 No.185 on Thursday, March 10, 2022
- Approved Financial Plan Bylaw 2022/23 No.185 sent to the Minister for consideration and approval.
- Adoption of Ministry-approved Financial Plan Bylaw No.185 via resolution without meeting (RWM).

For information on the Islands Trust budget and process, please visit the Islands Trust website:
https://islandstrust.bc.ca/about-us/accountability/budget/

BRIEFING

To: Trust Council **For the Meeting of:** March 9, 2022

From: Financial Planning Committee **Date prepared:** February 4, 2022

SUBJECT: 2022/23 DRAFT BUDGET ASSUMPTIONS AND PRINCIPLES (BAP)

PURPOSE:

To review the assumptions and principles upon which the Islands Trust draft 2022/23 budget was developed.

BACKGROUND:

Policy 6.3.i Budget Process Policy, section C.2.d states that "*Budget Principles and Assumptions shall be addressed in December of each year".*

Initial review of the BAP by Trust Council (TC) takes place in September each year, to inform Trustees of the preliminary assumptions and principles that staff and Financial Planning Committee (FPC) will use in developing the first draft of the next fiscal year budget. Subsequent review by TC takes place in December to address any significant changes and support TC's review of the first budget draft.

FPC includes the BAP document with their final budget recommendation to TC in March of each year as a reference point to remind TC of the assumptions and principles built into the draft budget. Staff have updated the BAP since TC's last review to ensure changes to key concepts have been appropriately reflected.

ATTACHMENT:

1. 2022/23 Budget Assumptions and Principles (BAP)

FOLLOW-UP: None.

Prepared By: Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 16, 2022

ISLANDS TRUST

2022/23 Draft Budget Assumptions and Principles

March 2022

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with Local Trust Committees and identify top priorities. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director, Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the detailed budget for the year. The draft budget detail is reviewed and by the Islands Trust management team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
1	**Fees and Sales**	Budgeted fees revenue has historically been based on an average of previous years' actual revenues, adjusted for trends identified by the Director, Local Planning Services. In June 2021, Trust Council amended their Application Processing Services Policy 5.6.1 which includes a revised Model Fees Bylaw for consideration by LTCs. This is likely to impact budgeted fees revenue for the fiscal 2022/23 year. Budgeted fees revenue for 2022/23 will be based on the following: - Estimated application volumes, by type and by LTA, based on fiscal 2020/21 and Q1 annualised 2021/22 application volumes, as a representation of what volumes might look like in another pandemic-impacted fiscal year. - Estimated application fees by type and by LTA, as determined by Trust Council's revised model bylaw approved in June 2021. Estimated fees will be based on the assumption that all LTCs will adopt local fees amounts at the maximum allowable 20% reduction from the model bylaw, to keep revenue estimates conservative. - The estimates assume that all LTCs will have adopted and implemented new fees by April 1, 2022.	Historical application volume levels seen in pandemic-impacted fiscal years. Model Fees Bylaw as approved in Trust Council's Application Processing Services Policy 5.6.1. Estimated will be adjusted if/as LTCs adopt new application processing fees in advance of the final budget draft.
2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds	Prior year funding levels.

		received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and likely will remain the case due to the ongoing pandemic. As such, no increase in funds is anticipated at this time.	
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. 1. ITC was awarded a grant of $25,000 from the Habitat Conservation Trust Foundation in fiscal 2020/21 which was unspent in that year. Assumed the following spending schedule associated with this grant: - FY2020/21: $25,000 received, nil spent - FY2021/22: Planned spending $23,000 - FY2022/23: Planned spending $2,000 The planned $2,000 spending in FY2022/23 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for, which are included in their respective areas. 2. IT was awarded $190,000 from the Healthy Watersheds Initiative in FY2021/22. It is assumed the full amount will be spent in the current fiscal year with no carry over funds in next year's budget.	Signed grant agreements between: - ITCB and Habitat Conservation Trust Foundation (HCTF) Other grants as identified and approved.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. ITC has been awarded a multi-year grant totaling $597,000 for work related to Species at Risk in the Trust Area. This grant was signed in October 2020. Of the total funding awarded, $205,000 relates to work to be performed in fiscal 2022/23. As such this amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	Signed grant agreement between ITCB and Environment and Climate Change Canada.
5	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines.	Draft budget expenditures less amortization expense, less other revenue sources.

		It is assumed that there will be increased pressures on taxation in the coming budget year as a result of: - Reduced minimum balance surplus levels, meaning less funds available to draw from to balance the budget as has been historical practice of the Trust. - Anticipated increases in the operating budget - Anticipated increases in project budgets	
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the NMC within the total Trust Area.	Draft 2, Version 2 of the budget includes NMC information as of December 2021 which is the most current information available.
7	**Property Taxes – Special Requisitions**	the SSI LTC has requested by way of resolution, a special levy to continue the SSIWPA work. They have also included a request to fund specific water projects from the SSIWPA reserve funds.	Trust Council *Policy 6.3.2 Special Property Tax Requisitions* SSI LTC resolutions
8	**Property Taxes – Bowen Island Municipality**	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy *7.2.6 Municipal Property Tax Requisition Calculation*
9	**Investment Income**	Assumed interest income will be lower than older historical levels, but higher than the fiscal 2020/21 year where rates were significantly impacted by the COVID-19 pandemic. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
10	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source over and above what is reflected in the draft budget. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust and historical inflows of grant funding, adjusted for change in staff hours dedicated to the grants function in light of job description revamp associated with this position.
EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
11	**Inflation**	The cost of goods and services will rise in line with inflation. Application of this assumption is not applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including	Consumer Price Index (CPI) for Victoria, as reported for the month of December by Statistics Canada, to assess if current inflation accommodations are appropriate.

		standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Incorporated into Trustee remuneration per policy.
12	**Staffing Levels**	Assumed Island Trust management will bring forward funding requests for additional staff positions if desired, or revised staffing complements that result in budget increases. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	Current staffing levels, plus potential forthcoming new staff requests. New ITC staff member, funded by grant funds. 2018 Local Planning Services Review (LPS staffing levels).
13	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	*Public Service Labour Relations Act* (all staff). *Public Services Act* and PSA Policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays.
14	**Trustee Remuneration**	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees will remain similar to fiscal 2021/22 figures. It is assumed the current planned release schedule of the 2021 census information will be realised, making 2021 census information available in February 2022, in time to update trustee remuneration for Trust Council's budget approval in March 2022.	TC Policy 7.2 *Trustee Remuneration*. (census information 2016, stats Canada CPI information, Folio information from BC Assessment)
15	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust management is exploring opportunities to share office space with other Provincial agencies in Nanaimo, BC in future years. With the adoption of a more remote workforce at the Trust, real estate needs on Gabriola Island may shift, providing an opportunity to re-evaluate our needs in the current climate. Consideration of	TC *Policy 7.4.4 On-Island Trustee Offices.* Existing multi-year office leases.

		retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment. Assumed that Islands Trust will continue to lease office space for trustees on Denman Island, Galiano Island, North Pender Island, Mayne Island, and Saturna Island subject to trustee needs.	
16	**Local Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* OCP and LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work which LTCs can draw from throughout the year. OCP and LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council.	Local Planning Services Review 2018 TC's Strategic Plan 2018-2022 TC Policy 5.9.1 *Best Management Practices for Delivery of Local Planning Services to Local Trust Committees*
17	**Planner Resource Allocation**	The current work program system which determines the allocation of planner time to LTCs and projects will change during the implementation of the LPS review. In 2021/22 resources will continue to aim for fair distribution of time between the three planning regions (North, South, Salt Spring) as LPS transitions to the new system. Policy amendment recommendations are expected in the 2021 year to better prioritise planning resource allocation.	LPS Review 2018 TC's Strategic Plan 2018-2022 implementation
18	**Strategic Plan Projects**	Assumed projects underway as part of the current strategic plan will be seen through to completion.	TC's Strategic Plan 2018-2022
19	**Elections Cost**	Trustee elections will take place in October 2022. It is assumed Islands Trust will secure outside parties to conduct trustee elections (usually regional districts) as has been past practice. As such, it is assumed that elections costs will be incurred at similar rates as previous elections, with adjustments for inflation. Historically elections were funded by a draw from surplus funds. With the reduction in the general revenue surplus fund balance due to the current fiscal year planned spending, considerations may be made during the budget cycle to fund this expense via other means.	Historical elections costs adjusted for inflation.

	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
20	**General Surplus**	Assumed the current review of surplus funds being undertaken by FPC will be complete and any revisions to minimum balances or how surplus is used will be incorporated in time for the approval of the 2022/23 budget.	TC *policy 6.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level of General Revenue Surplus as "*2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant*".
21	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund where any balance remains at the end of the fiscal year.	Estimate from Director, LPS based on known and anticipated projects.
22	**Special Property Tax (SSIWPA) Surplus Fund**	Draw from Special requisition fund for ongoing SSIWPA projects included in the budget.	TC resolution #2020-086 SSI LTC resolutions
23	**Significant Unusual Circumstances**	The COVID-19 pandemic is ongoing. The ramifications of this are likely to continue in some capacity into fiscal 2022/23, impacting the way in which we do business. Many of the new processes that have been adopted during the pandemic will continue permanently in some capacity in the future. Significant new processes expected to continue into fiscal 2022/23 include: - Hybrid meeting models for public meetings and some internal staff meetings - Vaccine mandates for IT staff and contractors may impact may impact the ability of Islands Trust to complete all planned work, should staffing levels be reduced and contractor options be significantly limited. The impacts of these factors will be captured in the budget as much as is possible to estimate.	Provincial Health Officer restrictions, Islands Trust CAO policies, Trust Council and Council Committee resolutions

Resolutions Referenced, in order of mention:

TC 2020-086

THAT Trust Council authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects that do not require coordination through the local trust committee's (LTC's) delegated authority under Trust Council Bylaw No. 154.

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 9, 2022
From:	Financial Planning Committee	**Date Prepared:**	February 12, 2022
SUBJECT:	**FPC-Recommended 2022/23 Budget – Overview and Highlights**		

For information on the Islands Trust budget and process, please visit the Islands Trust website: https://islandstrust.bc.ca/about-us/accountability/budget/

PURPOSE:

To review the Financial Planning Committee (FPC)-recommended 2022/23 budget with Trust Council, to facilitate discussion and receive direction on changes if needed or desired.

BACKGROUND:

The current draft budget represents the financial plan that FPC recommends to Trust Council for approval and adoption for the fiscal 2022/23 year.

This FPC-recommended budget is compiled based on:

- The Budget Assumptions and Principles document reviewed by Financial Planning Committee (FPC) at their August, November, and February meetings, and presented to Trust Council at their September and December meetings.
- The Timelines for 2022/23 Budget Process reviewed by Financial Planning Committee at their August meeting.
- The Islands Trust Strategic Plan 2018 - 2022 approved by Trust Council in December 2019 and amended in December 2020.
- Budget funding requests brought forward by Council Committees (EC, RPC, TPC) and Local Trust Committees (SSI LTC) that are recommended by FPC to receive funding in the fiscal 2022/23 budget. Individual staff take responsibility for updating funding request cases through the budget cycle for new information that may come forward. Where there are changes of significance such as revised project scope or increases in funding asks, these cases are re-reviewed by the appropriate Committee.

To date, the following stakeholder groups have provided input into the draft 2022/23 budget:

Stakeholder Group	Budget Responsibilities	Actions Taken to Date
Trust Council	Trust Council owns the Islands Trust budget and has ultimate responsibility for its approval along with the five-year-financial plan bylaw.	September - Budget Assumptions and Principles reviewed. December – First draft of the budget reviewed and debated. The following resolutions were passed:

		That the Climate Indicators Project for $25,000 be included in the Islands Trust 2022/2023 draft budget. *That the $15,000 for the Hornby Island Official Community Plan Review be put back into the 2022/2023 draft budget.*
Financial Planning Committee	· Develops and recommends the annual budget to Trust Council. · Presents the recommended budget to Trust Council and provides guidance into the decision-making process. · Reviews all budget funding requests prior to inclusion in the budget recommendation for Trust Council. · Recommends the appropriate balance to be maintained in the General Revenue Surplus Fund. · Reviews and approves current year financial reporting to Trust Council.	August – Budget Assumptions and Principles reviewed. October – Draft 1, Version 1 of the budget reviewed. November – Budget Assumptions and Principles reviewed along with Draft 1, Version 2 of the budget. Budget reduction exercise undertaken by staff and reviewed by FPC. January – Draft 2, Version 1 of the budget reviewed. Approval of public consultation materials. February - Budget Assumptions and Principles reviewed again along with Draft 2, Version 2 of the budget. Draft budget forwarded to Trust Council with recommendation to approve.
Local Trust Committees	· Consider the provisions of Policy 6.3.ii *Special Property Tax Requisitions* that permits an individual Local Trust Committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.	A request from the Salt Spring Island LTC has been received to continue funding the work of SSIWPA. The request is for a Special Property tax requisition of $75,500. The LTC is also requesting continued funds from the SSIWPA reserve fund for SSIWPA projects, amounting to $68,400 in total.
Trust Area Municipalities (Bowen Island Municipality (BIM))	· As per *Policy 7.2.vi Municipal Tax Requisition Calculation,* all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition to Islands Trust.	The proposed tax requisition has been communicated to BIM and staff have responded to BIM trustees on questions related to the planned 2022/23 budget as they have been requested. Staff have met with the new CFO at BIM, along with select Councillors, to review the BIM calculation.
Islands Trust Conservancy (ITC)	· Discuss budget requests and work programs with Trust Area Services staff.	The ITC Board has submitted their funding request to support continued ITC operations. The ITC budget reflects new programming for species at

	· Endorse all budget requests for the Trust Conservancy's Board and Program operations.	risk work which will be largely funded by grant monies received from the Federal government.
Management Staff	· Coordinate the review of budget requirements for their respective departments in order to meet current Trust Council objectives and service levels. · Look for opportunities to incorporate efficiencies and savings in the Organization.	Managers have reviewed their individual budget areas and work programs and submitted budget requests where needed. The Management team has reviewed the draft budget and provided estimates of Strategic Plan project funding.

Public Consultation:
In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the 2022/23 draft budget has been completed with results reported to FPC in February for their consideration in forming the final budget recommendation for Trust Council. Trust Area Services staff are responsible for developing and implementing the consultation strategy and related materials, with financial data supplied by finance staff for inclusion.

The total value of the budget put forward for public consultation was $9.3M (excluding amortisation, not taxed for). The value of the current draft budget recommended by FPC is $9.51M (excluding amortisation, not taxed for), which is an increase of approximately $226,000. Of this amount, $114,300 relates to projects that are carrying over from the current fiscal year into next fiscal year, as they will not be completed in the current year as planned. The full amounts required to complete these projects is funded from surplus monies with no impact to taxation. A reconciliation of all changes to planned expenses since the draft budget was put forward to consultation is attached to this report.

Role of Trust Council:
The role of the Trust Council at its March meeting is to review the recommended draft budget, to discuss individual items and the budget as a whole, and to provide direction to staff for changes as desired. Trust Council will then approve the annual budget and the five-year financial plan bylaw, after considering the public input received and the recommendations of the Financial Planning Committee.

A formal resolution to direct the preparation of a five-year financial plan bylaw must be made. This bylaw will be presented for consideration during the Trust Council regular business meeting the day following the draft budget debate.

HIGH LEVEL SUMMARY COMPARISON TO PREVIOUS FISCAL YEAR(S)

Comparison to draft budget put forward for consultation – Please see discussion in the 'Public Consultation' section of this report (above), and the attached reconciliation of changes to the budget since it was put forward for consultation.

Comparison to previous budget - A comparison to the previous budget year is helpful to understand possible impacts to taxation levels, as tax requisitions are based on budgeted figures.

The current draft 2022/23 budget presents an overall expenditure increase of 7% ($618,000) over the approved budget for fiscal 2021/22, excluding non-cash amortization expense that is not taxed for. Of this increase, $197,500 is due to growth in grant funding over the previous fiscal. The largest contributing factors to the budget increase are as follows:

- An increase of $374,000 in operational project budget costs, primarily due to the grant-funded LG DAP project.
- The inclusion of $141,000 in elections expense for the upcoming elections, plus $14,900 in new trustee computers.
- An increase of $107,000 in salaries expense due mainly to staff increases governed by collective agreements and the Public Service Agency.
- The inclusion of $100,000 for contracted human resources to alleviate pressures on administrative staff at both the clerk level and management level.
- An increase of $32,000 in Trustee remuneration, calculated based on Trust Council policy.
- An increase of $21,000 in communications and fundraising, to support communications about new census results, updating island profiles and other publications, and additional contract support for ongoing communications work.
- An increase of $20,000 in office lease and associated costs, due to rising operational costs as part of the lease for the Victoria and Gabriola office spaces.
- An increase of $10,000 in training, acknowledging the staff training gap that has been seen due to workloads and the pandemic.

Comparison to current year forecast (estimated actuals) - A comparison to actual operating expenses from previous fiscal years is helpful to determine real trends in spending levels which help to inform budget development:

The FPC-recommended fiscal 2022/23 budget presents an overall budget increase of 12%, $$1M increase over current year forecasted spending, excluding amortization. This increase in spending is largely due to the same factors noted above, plus current year underspending seen in the area of salaries and benefits (due to staff vacancies and staff turnover, where new staff typically start at lower wages than their predecessors), rising insurance costs, increases in ITC ecosystem mapping, higher budgets for legal costs, and higher planned spending on projects in the draft budget than will take place in the current year.

FPC-RECOMMENDED 2022/23 BUDGET - OVERVIEW & HIGHLIGHTS

Planned Revenues:

External sources of revenue include taxes, levies, grant funding, investment income, and application fees. Internal sources of revenue used to balance the budget comes from funds held in the Islands Trust Accumulated surplus.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $7.38M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 4.3% ($302,306). This amount is comprised of:

- A proposed average tax increase of 3.02%, ($213,809) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 1.25% ($88,497) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on the NMC Roll Comparison report from BC Assessment as at December 2021.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at $325,095 in the draft budget. This is a total increase over last year's budget of 4.5% ($13,9070). This amount is expected to be collected from the existing property base as well as non-market factors, estimated as follows:

- An estimated increase of 3.52% ($10,950) from the tax base; plus
- An estimated 0.95% generated from new tax base associated with NMC factors.

Special Tax Requisitions:

The Salt Spring Island (SSI) LTC has requested that Trust Council approve a special property tax requisition to continue the work of SSIWPA. The requested amount is $75,500, consistent with the previous year's budget. A Request for Decision has been submitted by the SSI LTC requesting approval for this special requisition.

Grant Revenues:

Total grant revenues in the draft budget amount to $768,500, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2021/22 - $180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted provincial grant for LG Development Applications Processing Improvements of $367,000 is included as an approved grant to support improvements to LPS applications processing.
- A restricted multi-year federal grant has been awarded to ITC totaling $597,000 for work work related to Species at Risk in the Trust Area. This grant was signed in October 2020. Of the total funding awarded, $213,500 relates to work to be performed in fiscal 2022/23. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.
- Contingent grant income is estimated at $8,000 (2021/22 - $8,000) for Islands Trust. To acknowledge the inherent uncertainty and contingent nature of these contingent grant revenues, an equal and offsetting amount has been included in planned expenditures to ensure a balanced budget even in the event that no grant income is realized in the fiscal year.

Other Revenue Sources:

- Fees and Sales from applications is set at $311,400 (2021/22 - $120,000) based on current year application trends, as determined by the Director of Local Planning Services and newly adopted application fees by LTCs across the Trust.
- Interest and other income is budgeted at $20,000 (2021/22 - $60,000) based on known investment returns from existing investments, plus estimated returns on the investment of next fiscal property tax funds, and assumes increased, but still low, interest rates for the year.

Surplus Funding:

Expected revenues from external sources noted above are not adequate to cover all cash expenditures in the draft 2022/23 budget. As such, taxation must be increased or a draw from surplus and reserve funds must be made to balance the budget. The FPC-recommended budget includes a total planned draw from accumulated surplus funds of $626,600 (2021/22 budget - $657,660) which comes from three separate surplus/reserve funds:

- A transfer of $378,700 (2021/22 - $429,650) from the General Revenue Surplus Fund, all of which is allocated to strategic plan initiatives.
- A transfer of $179,500 (2021/22 - $204,000) from the LTC-Project Specific Reserve Fund to fund ongoing LTC projects and anticipated new projects that may arise in the fiscal year.
- A transfer of $68,400 from the SSIWPA Special Requisition Reserve Fund to fund SSI LTC projects to develop a strategic watershed protection plan for SSI, and to develop a study on Weston Lake water availability and fund Watershed Protection Strategic planning.

Please refer to attachments for a numerical breakdown of surplus fund allocations by project.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $5.63M in the 2022/23 draft budget (2021/22 - $5.52M), representing 58% of the overall draft budget. This is an increase of $108,000 over the prior year budget for salaries and benefits expense.

Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

**areas with a 0.3FTE co-op student included, one star per student*

- Executive and Legislative Services – 2.8 FTE
- Trust Area Services – 4.75 FTE
- Islands Trust Conservancy – 8.3 FTE*
- Local Planning Services – 30.45FTE*
- Bylaw Enforcement – 4.6 FTE
- Administrative Services – 9.0 FTE
  TOTAL = 59.9FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements:
  - The addition of a 0.6FTE **ITC Fund Development Specialist**, budgeted at approximately $52,000 including base salary and benefits. This role is funded from Trust funds, not grant funds. A business case for this new position was presented to the ITCB, who has forwarded it to FPC/TC for consideration as part of their overall budget request of Trust Council. FPC/TC may request additional information of the ITCB on this new staff position if desired.
- Staff salaries and benefits have been adjusted from the previous year to account for the following factors:
  - A 2.0% wage increase for all 50 BCGEU staff members, effective April 1, 2022. This amount is an estimate only, as the new BCGEU master agreement taking effect that same date is not yet released. This amount will be revised when the new agreement is available, as needed.
  - An adjustment for the 41 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% on average per step per person).
  - An effective up-to 1.5% (actual 2.0%) wage increase for eight excluded management staff members to anticipate potential increases from PSA received in the fiscal year.
  - A parental leave top-up cost of approximately $5,000.
  - An analysis of historical staff overtime was performed in the previous fiscal year and used to budget for estimated overtime in fiscal 2022/23. Overtime costs currently make up approximately $51,186(2021/22- $48,272) of the total salaries and benefits expense.
  - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1,131,867 (2021/22- $1,110,856). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.
  - No allowance for staff turnover has been made in the draft budget, consistent with prior years, as it is expected any savings realized through staff vacancies will be offset by the hiring of temporary or contracted human resources to ensure adequate production of planned work for the fiscal year.

Contracted Services are budgeted at $148,000 in the 2022/23 draft budget (2021/22- $45,000) for services acquired from external providers. $100,000 of this amount was included as direct by FPC as requested by staff to address significant and ongoing administrative workload concerns throughout the organization. Generally, this budget line funds contracts for specialized areas of work. The remainder of this planned spending ($33,000) relates to billings from the Public Service Agency (PSA) for payroll processing and human resource services. An additional amount for finance systems support of $5,000 is also included, consistent with the prior year budget and reduced from historical amounts. An amount of $10,000 is included for FOI assistance at the request of the legislative team.

Trustee remuneration remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* and amounts to $627,317 in the 2022/23 draft budget (2021/22 - $589,877). Factors influencing this figure include the following:

- An anticipated 2.5% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area.
- An update to population figures for recently released Census data for 2021.

- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at new rates of 5.70% and 5.95% as at January 1, 2022 and January 1, 2023 respectively. The formula to estimate this expense has been updated to include exemptions and yearly maximums which has reduced the budgeted figure to more closely align with actual costs associated with this expense.
- Extended benefit premiums have been reduced slightly per UBCM correspondence received in October 2020.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for standing Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members. Additional Committee meetings have been added to the budget for RPC who intends to increase the frequency of their meeting schedule.

Trust Council meeting expenses have been budgeted at a total of $54,000 (2021/22 - $54,000). under the assumption that Trust Council will continue to meet quarterly with two meetings held electronically and two meetings held in-person, which is in line with TC resolution #2020-101. The known locations of the in-person meetings allow for more precise budgeting, and each in-person meeting is budgeted at $25,000 and $27,000 respectively. Electronic meetings have budgets of $1,000 each to allow for travel and accommodation of the Council Chair and a Vice-Chair travelling to Victoria to manage the e-meetings from the Victoria office boardroom.

Executive Committee meeting expenses are budgeted at $5,000 (2021/22 - $3,000). This follows the assumption that most meetings will be conducted at least partially electronically resulting in reduced costs from historical norms, but increased costs from last year. This assumption is in line with current EC practice.

Council Committee meeting expenses (FPC, TPC, RPC) are budgeted at $1,000 each in total for next fiscal year. This reduced budget over previous years acknowledges the continued effort for meetings to be held electronically, but provides minimal funding for the occasional in-person meeting.

All Staff Meeting costs (line 'training – staff recognition & meetings) have increased to more historical spending norms, acknowledging a desire for staff to get together in person once again, as permitted under the shifting COVID landscape. In addition there has been an increased awareness that training for staff has been lacking in recent years which requires remedy. These funds will allow for organization-wide training sessions.

LPS Pro-D day meeting expenses (included in line 'meeting expenses) is budgeted at $6,000 for quarterly LPS pro-D day meetings, and assumes meetings will be held both in person and virtually.

LTC-direct expenses amount to $68,400 (2021/22 - $68,400). This figure is higher then the current year forecast to acknowledge anticipated greater in-person LTC activity next fiscal. Minute-taker costs make up the bulk of LTC meeting costs and are not expected to see a reduction with a change in meeting format. LTC Communications and Funds for Special Projects remain consistent with actual historical spending and budget at $5,000 for each area. Review of historical LTC spending in totality show that overspending has not been occurring (on an overall basis), providing good rationale to support similar totals moving forward.

LTC-specific project expenses are budgeted at $179,500 (2021/22 - $204,000) for known larger-dollar LTC projects (see list), plus an allowance for upcoming, currently unknown LTC projects ($26,000). All LTC projects will continue to be funded from monies in the Special Purpose LTC Project Reserve fund unless directed otherwise by Trust Council.

Islands Trust Conservancy expenses, excluding ITC staff salaries and benefits of $656,368, amount to $256,790 in the 2022/23 draft budget (2021/22- $253,155). Significant changes in this amount include:

- An increase to property management costs to reflect new nature reserves and covenants.
- An increase in staffing of approximately $53,000 for a 0.6FTE Communications specialist.

Detail on the formal budget request from the ITCB is attached to the agenda for review. The ITCB meeting agenda and minutes where budget items were discussed can be viewed on the Trust website here. There is no recording for this meeting.

Office leases and associated costs amount to $467,700 (2021/22- $447,600). Main staff office spaces remain in Victoria, and on Gabriola Island and on SSI. Smaller on-island office leases remain in use on Galiano Island, Mayne Island, Pender Island, Saturna Island, and Denman Island used mainly by trustees and LPS staff for meetings with members of the public. Small increases have been seen in many of the office spaces, as well as

increased cleaning rates for island offices. The Gabriola office lease is a one-year lease. The appropriateness of this office location will be reviewed in coming months to determine if relocation is sensible.

Insurance costs have once again risen and are budgeted at $192,000 (2021/22- $185,000), based on renewal amounts with our existing insurer for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan continues to increase due to continued hardened insurance markets and an extended period of claims history reviewed by insurers.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $265,127, consistent with prior years. Legal General remains budgeted at $90,029 consistent with the 2021/22 budget, in line with spending trends in this area. This area of funding pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Legal for Bylaw Enforcement remains budgeted at $85,048 consistent with the 2021/22 budget, which accounts for existing levels of enforcement on the islands. Legal Litigation is budgeted at $90,050, consistent with the previous budget, but lower than 2020/21 actuals. This is a difficult item to budget for, and while consideration for known claims can be made, there is no way to know what may come forward in the year. An alternative approach to an increased budget would be to budget for a lower expense in this area, and draw on accumulated surplus funds should this additional funds be required in the year for increased litigation.

Contingency funding is included in the budget every year, providing a line item against which unanticipated necessary spending can be allocated. A review of the last four years of actual spending shows contingency funds largely unspent, with two of the four years recording contingency spending at $2,500 and $2,700 each related to Trustee training. Contingency funding can be reduced or eliminated in the budget with the understanding that any significant contingencies in the year be funded from surplus funds. There are no negative implications to this change. Contingencies can still be funded at the discretion of the CAO, and would be reported in the area that they relate to. The draft budget includes contingency funding at $13,000, an increase over the previous year of $8,000.

Software Support and Licensing expenses are budgeted at $85,000 (2021/22- $103,900), which includes costs for the many software systems used by the Trust in their everyday work. New or rising costs in the draft budget are associated with GPS locator systems for staff working in remote locations, which will begin to be a more frequent occurrence again as the pandemic travel restrictions have been loosened over the former budget year; Costs for ConnectWise - a support tool allowing IS staff to easily assist staff with technology concerns who are working remotely; and CanvaPro – graphic design tool proposed by the Communications team. The former budget included $30,000 for a Microsoft Windows upgrade which will be complete by the end of the current fiscal.

Internet Costs have remained fairly stable over the years and are budgeted at $47,800 (2021/22- $48,000).

Technical Support costs are budgeted at $99,700 (2021/22- $88,000), which pays for contracted tech support that is deemed above the level of expertise that in-house staff can provide (Tier 2 support and above). The breakdown of this total is as follows: $43,000 relates to a general tech support contract; $15,700 for support on special projects (Microsoft server upgrade/host server replacement/autoloader update/new trustee hardware); $6,000 for phone support; $10,000 for website support; and $25,000 for the purchase of updated GIS mapping data.

Computer Hardware and Software expenses have been budgeted at $67,000 (2021/22- $29,200) which includes costs to purchase new computers for staff whose machines are nearing or are at end of life, as part of the ongoing refresh cycle of computers at the Trust and $21,000 for a new server backup system to accommodate increased data loads seen with greater use of electronic documents in the organization. An amount of $14,900 is also budgeted for the purchase of new trustee hardware for the start of a new term of trustees. Staff considered the possibility of repurposing existing trustee hardware for new trustees in their first year of term, delaying the purchase of new hardware for one fiscal year, in an effort to alleviate financial pressures in the current budget cycle – Trust Council voted against delay at their December meeting.

Furniture and Equipment costs are included in the budget at $4,000 consistent with the previous budget and current year forecast.

Communications and ITC Fundraising costs are budgeted at $69,780 for the fiscal 2022/23 year, which includes $50,000 for Communications work under TAS, $14,780 for ITC communications work, and $5,000 for communications associated with LTCs and LPS.

Recruitment costs are budgeted at $6,000, which is the same as prior year. Recruitment costs may be reduced in coming years as a more flexible work environment may retain more staff, and relocation costs may be reduced if new hires are not required to reside in particular locations for their job.

Memberships costs are budgeted at $13,900, which is a reduction of $1,310 from previous budget versions. This budgeted figure more closely aligns with actual historical averages and known new membership costs for the coming year.

Notices costs are budgeted at $21,000, which is the same as prior year. This budgeted figure aligns with actual historical averages and known new membership costs for the coming year.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $321,300 (2021/22- $469,400), broken down in the following list.

- Reconciliation Action Plan implementation (no business case) $17,000 (EC)
- Policy Statement amendment $ 55,000 (EC)
- Website Design/Functionality updates $15,000 (EC)
- Model Bylaw for Housing Options $10,000 (RPC)
- FWSS - Freshwater FN Report Formatting $6,000 (RPC)
- FWSS - Groundwater Sustainability Science Program $86,800 (RPC)
- Heritage Overlay Mapping & Model Bylaws (Phase 2) $74,000 (RPC)
- Stewardship Education Program $17,500 (TPC)
- Secretariat Services $15,000 (TPC)

Business cases outlining rationale for specific funding request is attached to the agenda, except where otherwise noted in the list above. Of note:

- The TPC meeting agenda, minutes, and video recording where budget items were discussed can be viewed on the Trust website here and here. Business cases for specific items will be reviewed at the TPC meeting scheduled for October 29, 2021.
- The RPC meeting agenda and minutes where budget items were discussed can be viewed on the Trust website here and here.
- The EC meeting agenda, minutes, and video recording where budget items were discussed can be viewed on the Trust website here and here.

Operational projects with budget funding requests reflect initiatives of staff as part of their assessment of operational needs and areas of continued improvement, and include the following:

- LG Development Approvals Program: LPS $367,000 (paid by grant funds)
- Electronic Documents Management $ 6,500

Business cases for funding requests associated with these operational initiatives are included in this agenda package for review. All business cases should be reviewed for a fulsome understanding of requests and proposed projects.

Surplus funds are expected to remain healthy due to savings in the current fiscal year which are likely to result in a significantly lower draw from surplus in the current fiscal year than planned. The projected balance in surplus at the end of fiscal 2022/23 based on the current version of the draft budget is approximately 107% of the (new, lower) recommended minimum balance per Policy 6.5.1 Reserves and Surplus, or approximately $1.77M versus the $1.65M minimum balance requirement. This calculation takes into consideration anticipated results from the current fiscal year

plus the draft budget for next fiscal year. If actual results from the current year vary significantly from projections, this estimate of surplus balance may change significantly as well.

ATTACHMENT(S):

1. **Changes to Budget since Consultation**
2. **Recommended 2022/23 Budget Detail - Numerical**
3. **Allocation of Funds Transferred from Surplus**
4. **LTC projects list & business cases**
5. **Strategic Plan Projects List & business cases**
6. **Operational projects list & business cases**

FOLLOW-UP: As directed.

Prepared By: Director, Administrative Services
Reviewed By: Russ Hotsenpiller, Chief Administrative Officer/February 15, 2022
Financial Planning Committee/February 16, 2022
Executive Committee/February 23, 2022

ISLANDS TRUST
BUDGET CHANGES SINCE CONSULTATION

PURPOSE - To summarise changes to the draft 2022/23 Islands Trust budget since public consultation was undertaken.
NOTE - Amortisation expense is not taxed for, while capital purchases are taxed for - thus the exclusion of amortisation expense in budget communications documents.

CONSULTATION Budget (net amortization)		**$ 9,283,134**	
Changes:			
Correct $ for server replacement	$ 16,200		
Update trustee renumeration for new census data (per TC policy)	$ 21,326		
Remove climate indicators project (FPC direction)	$ (25,000)		
Add human resourcing capacity (FPC direction, 50% funded from surplus)	$ 100,000		
Adjustment in LPS salaries (rounding)	$ (749)	$ 111,777	$ 226,077 *total changes to budget since consultation*
Unfinished projects carried over to next fiscal - funded from surplus:			
PS amendment	$ 50,000		
PWSS - Groundwater recharge mapping	$ 36,800		
SSIWPA projects	$ 27,500	$ 114,300	
FPC-RECOMMENDED budget (net amortization)		**$ 9,509,211**	
plus amortization		$ 172,000	
Total		$ 9,681,211	*agrees to budget docs in package*

ISLANDS TRUST
BUDGET DRAFT:
2022/23

		2018/19	2019/20	2020/21	2021/22			2022/23	Budget-Budget Comparisons		Budget-Forecast Comparisons	
	Amt to balance budget, excluding amort =	-	-	-	(0)			(0)				
		ACTUALS *elections*	ACTUALS	ACTUALS	**BUDGET**	Q3 actuals	Q3 Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
	REVENUE											
40300	Fees & Sales	166,154	102,051	168,378	120,000	81,576	120,000	**311,440**	*191,440*	*160%*	*191,440*	*159.5%*
45000	Provincial Grant - Unrestricted	180,000	180,000	180,000	180,000	180,000	180,000	**180,000**	*-*	*0%*	*-*	*0.0%*
	Provincial Grant - LG Development Applications				-			**367,000**	*367,000*	*#DIV/0!*	*367,000*	*#DIV/0!*
	Provincial Grant - Restricted (HWI)				156,000	104,475	245,000	**-**	*(156,000)*	*-100%*	*(245,000)*	*-100.0%*
	Provincial Grant - Restricted (ITC Conserv. Stimulus)				22,000	42,654	61,750	**-**	*(22,000)*	*-100%*	*(61,750)*	*-100.0%*
	Federal Grant - Restricted (ITC SAR)			187,001	205,000	174,200	243,748	**213,500**	*8,500*	*4.1%*	*(30,248)*	*-12.4%*
49001	Contingent Grants - Projects	8,329	13,201	32,579	8,000	15,300	15,300	**8,000**	*-*	*0%*	*(7,300)*	*-47.7%*
46000	Property Tax Levy - LTA	6,312,331	6,696,752	6,783,141	7,079,770	7,079,772	7,079,771	**7,079,770**	*302,306*	*4.3%*	*(1)*	*0.0%*
3.02%	Property Tax Levy - LTA General Increase	126,247						**213,809**			*213,809*	*#DIV/0!*
1.25%	Property Tax Levy - LTA NMC Increase	63,123						**88,497**			*88,497*	*#DIV/0!*
	Special Tax Requisition - SSI LTA (SSIWPA)	98,500	98,500	75,500	75,500	75,500	75,500	**75,500**	*-*	*0%*	*-*	*0.0%*
	Property Tax Levy - Bowen	293,933	329,634	303,026	311,188	311,188	311,188	**311,188**	*13,907*	*4.5%*	*-*	*0.0%*
3.52%	Property Tax Levy - Bowen General Increase							**10,950**			*10,950*	*#DIV/0!*
0.95%	Property Tax Levy - NMC Increase							**2,956**			*2,956*	*#DIV/0!*
48000	Interest Income	104,385	102,281	22,054	60,000	8,149	14,451	**20,000**	*(40,000)*	*-67%*	*5,549*	*38.4%*
49000	Other income	8,692	161,853	1,108	0	2,231	2,231	**0**	*-*	*#DIV/0!*	*(2,231)*	*-100.0%*
47000	Transfer from General Revenue Surplus Fund				373,660		348,797	**378,700**	*5,040*	*1%*	*29,903*	*8.6%*
47000	Transfer from LTC Specific Reserve Fund				204,000		146,685	**179,500**	*(24,500)*	*-12%*	*32,815*	*22.4%*
	Transfer from SSIWPA Reserve Fund				80,000		20,000	**68,400**	*(11,600)*	*-15%*	*48,400*	*242.0%*
	Total Revenue	7,361,694	7,684,271	**7,752,786**	8,875,119	**8,075,045**	**8,864,420**	**9,509,211**	*634,093*	*7%*	*644,790*	*7.3%*
	EXPENSES											
50900	Amortization	79,978	175,329	188,759	218,000	129,726	193,115	**172,000**	*(46,000)*	*-20%*	*(21,115)*	*-10.9%*
50950	Applications sponsored by EC	10,050	2,035	13,485	5,000	4,400	5,500	**5,000**	*-*	*0%*	*(500)*	*-9.1%*
new	NAPTEP Applications sponsored by EC	-	-	0	-			**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
50960	History and Heritage Funding Grants-in-Aid	1,500	4,500	-	5,000	-	5,000	**5,000**	*-*	*0%*	*-*	*0.0%*
51000	Audit	23,725	13,725	18,000	20,000	(740)	20,000	**20,000**	*-*	*0%*	*-*	*0.0%*
51500	Bank Charges & Interest	3,176	4,181	2,402	4,000	3,195	4,000	**4,000**	*-*	*0%*	*-*	*0.0%*
52500	Board of Variance	747	1,974	242	1,100	326	800	**1,200**	*100*	*18%*	*400*	*50.0%*
53500	Carbon Offset Purchases	300	(922)	(322)	-			**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
54000	Committee Meeting Expense - FPC	5,965	2,269	-	-	14	14	**1,000**	*1,000*	*#DIV/0!*	*986*	*7258.4%*
54100	Committee Meeting Expense - RPC	3,049	1,526	-	-			**1,000**	*1,000*	*#DIV/0!*	*1,000*	*#DIV/0!*
54200	Committee Meeting Expense - TPC	4,973	2,200	50	1,000	-	-	**1,000**	*-*	*#DIV/0!*	*1,000*	*#DIV/0!*
54300	Cultural Working Group	-	75	-	-			**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
54500	Communications and ITC Fundraising	40,666	16,243	23,701	49,000	24,100	53,650	**69,780**	*20,780*	*46%*	*16,130*	*30.1%*
54580	FN Protocol Funds	-	1,831	955	-	-	417	**-**	*-*	*0%*	*(417)*	*-100.0%*
55105	SW Support and Licensing	59,371	64,521	74,827	103,900	68,883	82,383	**85,000**	*(18,900)*	*-18%*	*2,617*	*3.2%*
55200	Internet	48,022	43,895	48,408	48,000	36,360	48,000	**47,800**	*(200)*	*0%*	*(200)*	*-0.4%*
55500	Technical Support	74,180	89,251	90,323	88,000	72,327	91,430	**99,700**	*11,700*	*12%*	*8,270*	*9.0%*
56000	Contingency	48	2,737	1,539	5,000	-	5,000	**13,000**	*8,000*	*200%*	*8,000*	*160.0%*
56500	Contract Services	96,265	66,801	74,407	45,000	47,703	63,409	**148,000**	*103,000*	*150%*	*84,591*	*133.4%*
57000	Elections - General	125,868	-	-	-			**141,000**	*141,000*	*#DIV/0!*	*141,000*	*#DIV/0!*
57050	Elections - By-elections	14,997	61	-	-			**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
60000	Insurance	106,588	119,259	174,616	185,000	126,159	174,093	**192,000**	*7,000*	*4%*	*17,907*	*10.3%*
61100	ITC - Board Honoraria	6,850	7,000	5,250	6,600	4,500	6,200	**6,600**	*-*	*0%*	*400*	*6.5%*
61200	ITC - Board Meeting Expense	11,451	8,982	101	6,925	1,939	2,000	**1,500**	*(5,425)*	*-362%*	*(500)*	*-25.0%*
61210	ITC - Board Training & Conferences	94	3,010		2,000	-	300	**2,000**	*-*	*0%*	*1,700*	*566.7%*
61300	ITC - Property Management	55,835	61,067	156,830	124,810	115,089	165,000	**137,780**	*12,970*	*7%*	*(27,220)*	*-16.5%*

ISLANDS TRUST
BUDGET DRAFT:
2022/23

		2018/19	2019/20	2020/21	2021/22			2022/23	Budget-Budget Comparisons		Budget-Forecast Comparisons	
	Amt to balance budget, excluding amort =	-	-	-	(0)			(0)				
		ACTUALS *elections*	ACTUALS	ACTUALS	**BUDGET**	Q3 actuals	Q3 Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
61500	ITC - Conservation Planning & Land Securement	13,366	12,177	26,631	30,000	19,527	20,000	**29,500**	*(500)*	*-3%*	*9,500*	*47.5%*
61600	ITC - Ecosystem Mapping	22,000	1,449	0	20,000	4,560	5,000	**20,000**	*-*	*0%*	*15,000*	*300.0%*
62000	Land Title Registrations	3,476	3,600	4,424	4,500	4,055	5,407	**-**	*(4,500)*	*-100%*	*(5,407)*	*-100.0%*
63000	Legal - general	73,003	80,475	89,780	90,029	81,547	108,000	**90,029**	*(0)*	*0%*	*(17,971)*	*-16.6%*
63100	Legal - bylaw enforcement litigation	97,524	81,806	89,130	85,048	63,450	83,000	**85,048**	*0*	*0%*	*2,048*	*2.5%*
63200	Legal - litigation defence	64,387	89,639	118,913	90,050	36,435	49,000	**90,050**	*(0)*	*0%*	*41,050*	*83.8%*
65000	LTC "Trustee Expenses"	6,928	4,745	1,000	5,000	1,278	2,620	**5,000**	*-*	*0%*	*2,380*	*90.8%*
65050	LTC "Executive Expense on LTC's"	18,274	14,458	164	12,000	4,759	8,000	**12,000**	*-*	*0%*	*4,000*	*50.0%*
65200	LTC Meeting Expenses	37,579	39,150	29,257	36,000	23,258	29,784	**36,000**	*-*	*0%*	*6,216*	*20.9%*
65210	LTC Local Exp APC Meeting Expenses	5,745	8,096	3,278	5,400	5,450	7,257	**5,400**	*-*	*0%*	*(1,857)*	*-25.6%*
65220	LTC Local Exp Communications	3,144	5,166	6,187	5,000	4,687	5,800	**5,000**	*-*	*0%*	*(800)*	*-13.8%*
65230	LTC Local Exp Special Projects	3,491	4,648	893	5,000	38	40	**5,000**	*-*	*0%*	*4,960*	*12400.0%*
67000	Meeting Expense	167,826	136,652	15,784	59,000	22,594	55,417	**66,600**	*7,600*	*15%*	*11,183*	*20.2%*
67500	Memberships	13,406	13,822	7,073	15,210	11,784	14,839	**13,900**	*(1,310)*	*-9%*	*(939)*	*-6.3%*
68100	Notices - Statutory & Non-Statutory	19,755	18,085	14,464	21,000	8,231	10,810	**21,000**	*-*	*0%*	*10,190*	*94.3%*
69000	Office - Lease costs	387,820	406,751	403,250	388,700	299,226	402,369	**406,500**	*17,800*	*4%*	*4,131*	*1.0%*
69005	Office - outside services	53,754	58,256	53,014	58,900	38,949	58,900	**61,200**	*2,300*	*5%*	*2,300*	*3.9%*
70000	Postage, Courier & Delivery	10,403	13,164	9,302	10,100	6,780	9,200	**10,100**	*-*	*0%*	*900*	*9.8%*
74000	Recruitment	6,471	4,216	4,197	6,000	3,705	6,000	**6,000**	*-*	*0%*	*-*	*0.0%*
74900	Safety	327	1,548	5,233	5,000	2,567	5,000	**5,000**	*-*	*0%*	*-*	*0.0%*
75100	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	1,747,836	1,940,821	2,030,866	2,242,986	3,965,830	5,270,922	**2,296,921**			*(2,974,001)*	*-56.4%*
75110	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	427,874	487,330	511,719	569,718			**583,418**			*583,418*	*#DIV/0!*
76100	Sal & Ben - Salaries - Planners & RPMs	1,192,741	1,306,864	1,276,738	1,417,357			**1,456,311**			*1,456,311*	*#DIV/0!*
76110	Sal & Ben - Benefits - Planners & RPMs	292,343	329,987	321,444	360,009			**369,903**	*107,366*	*1.9%*	*369,903*	*#DIV/0!*
77100	Sal & Ben - Salaries - Planning Support	351,127	390,031	407,852	466,087			**448,557**			*448,557*	*#DIV/0!*
77110	Sal & Ben - Benefits - Planning Support	86,195	97,666	102,615	118,386			**113,934**			*113,934*	*#DIV/0!*
78100	Sal & Ben - Salaries - Bylaw	216,064	200,787	157,866	278,803			**289,063**			*289,063*	*#DIV/0!*
78110	Sal & Ben - Benefits - Bylaw	53,134	50,270	39,724	70,816			**73,422**			*73,422*	*#DIV/0!*
79000	Stationery & Supplies	52,546	47,775	30,094	34,200	20,308	22,500	**33,000**	*(1,200)*	*-4%*	*10,500*	*46.7%*
79500	Subscriptions	6,630	6,627	4,359	6,500	4,442	6,360	**7,400**	*900*	*14%*	*1,040*	*16.4%*
80100	Telephone	16,945	18,127	12,445	11,500	9,536	12,715	**12,100**	*600*	*5%*	*(615)*	*-4.8%*
80300	Mobile Devices	25,072	23,511	25,396	24,100	12,236	16,314	**16,490**	*(7,610)*	*-32%*	*176*	*1.1%*
81100	Training - Organization-wide	3,524	2,886	1,344	3,000	1,866	1,866	**5,000**	*2,000*	*67%*	*3,134*	*168.0%*
81200	Training - staff recognition & meetings	16,837	17,529	5,053	4,000	3,003	3,003	**16,000**	*12,000*	*300%*	*12,997*	*432.8%*
81300	Training & Conferences	41,180	41,723	16,462	33,500	11,453	21,712	**43,425**	*9,925*	*30%*	*21,713*	*100.0%*
81305	Travel for Training	28,590	32,010	805	17,835	637	2,387	**16,035**	*(1,800)*	*-10%*	*13,648*	*571.8%*
82300	Travel	74,427	84,624	18,524	59,072	31,108	37,579	**57,129**	*(1,943)*	*-3%*	*19,550*	*52.0%*
84100	Trustee Remuneration	387,062	415,456	524,971	522,180	389,785	522,178	**554,425**			*32,247*	*6.2%*
84110	Trustee Remuneration - CPP Expense	15,937	16,345	17,563	18,898	13,528	18,898	**20,176**			*1,278*	*6.8%*
84120	Trustee Remuneration - Health/Dental benefits	43,243	43,014	37,170	37,598	29,020	37,600	**40,884**			*3,284*	*8.7%*
84130	Trustee Remuneration - MSP Benefits	18,122	13,200		-			**-**	*32,246*	*6.2%*	*-*	*#DIV/0!*
84140	Trustee Remuneration - Pay in Lieu of benefits	3,500	1,333	1,000	1,000	750	1,000	**1,000**			*-*	*0.0%*
84150	Trustee Remuneration - Employer Health Tax	2,268	9,715	10,344	10,202	7,699	10,202	**10,831**			*629*	*6.2%*
84500	Trustee Remuneration - Executive on LTCs	73,558	75,281		-			**-**			*-*	*#DIV/0!*
											-	*#DIV/0!*
	Operating Budget Subtotal	6,959,130	7,342,368	**7,309,903**	8,178,019	5,778,061	7,791,988	**8,594,111**	***410,899***	***5.0%***	*802,123*	*10.3%*
	PROJECTS											
	LTA Projects:											
73001	LTC Projects, partially funded by LTC reserve fund	57,713	33,023	27,384	204,000	105,421	146,685	**179,500**	*(24,500)*	*-12%*	*32,815*	*22.4%*

ISLANDS TRUST
BUDGET DRAFT:
2022/23

		2018/19	2019/20	2020/21	2021/22			2022/23	Budget-Budget Comparisons		Budget-Forecast Comparisons	
	Amt to balance budget, excluding amort =	-	-	-	(0)			(0)				
		ACTUALS *elections*	ACTUALS	ACTUALS	**BUDGET**	Q3 actuals	Q3 Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
	LTC Projects Funded by Approved Grants (590) - HWI				45,000			**-**	*(45,000)*	*-100%*	*-*	*#DIV/0!*
	LTC Projects Funded by Contingent Grants (590)	0	2,757	(1,083)	8,000	-	-	**8,000**	*-*	*0%*	*8,000*	*#DIV/0!*
	LTC Projects funded by Special Requisition Surplus Fund				80,000	10,000	20,000	**68,400**	*(11,600)*	*-15%*	*48,400*	*242.0%*
	LTA Work Funded by Special requisition (SWIPPA)	96,571	45,256	67,736	75,500	45,963	62,350	**75,500**	*-*	*0%*	*13,150*	*21.1%*
									-	*#DIV/0!*	*-*	*#DIV/0!*
73001-A	Strategic Plan Projects								*-*	*#DIV/0!*	*-*	*#DIV/0!*
	Reconciliation Action Plan implementation				17,000	5,550	15,000	**17,000**	*-*	*0%*	*2,000*	*13.3%*
	Policy Statement amendment				29,400	39,273	115,450	**55,000**	*25,600*	*87%*	*(60,450)*	*-52.4%*
	NAPTEP Regulation Exemption analysis							**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
	Website Design/Functionality updates				7,000	21,198	21,198	**15,000**	*8,000*	*114%*	*(6,198)*	*-29.2%*
	Model Bylaws for Housing Options				10,000	-	-	**10,000**	*-*	*0%*	*10,000*	*#DIV/0!*
	Groundwater Recharge Mapping				50,000	10,421	13,200	**86,800**	*36,800*	*74%*	*73,600*	*557.6%*
	Freshwater Sustainability Strategy				91,000	79,723	150,000	**6,000**	*(85,000)*	*-93%*	*(144,000)*	*-96.0%*
	Heritage Overlay Mapping				55,000	20,876	55,000	**74,000**	*19,000*	*35%*	*19,000*	*34.5%*
	Climate Change Indicators				25,000	-	-	**-**	*(25,000)*	*-100%*	*-*	*#DIV/0!*
	Stewardship Education Program				24,000	553	20,000	**17,500**	*(6,500)*	*-27%*	*(2,500)*	*-12.5%*
	Governance Management and Operations Review				75,000	56,250	75,000		*(75,000)*	*-100%*	*(75,000)*	*-100.0%*
	Eelgrass Mapping				50,000	53,928	53,928		*(50,000)*	*-100%*	*(53,928)*	*-100.0%*
	Coastal Douglas Fir Mapping and Bylaws				5,000	-	-		*(5,000)*	*-100%*	*-*	*#DIV/0!*
	Broadcast Public Meetings				19,000	11,390	15,000		*(19,000)*	*-100%*	*(15,000)*	*-100.0%*
	Secretariat Services				12,000	4,915	13,000	**15,000**	*3,000*	*25%*	*2,000*	*15.4%*
	Prior year Strategic Plan Projects	113,604	183,357	271,287				**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
											-	*#DIV/0!*
73001-B	Operational Projects							**-**			*-*	*#DIV/0!*
	LG Development Approvals Program: LPS							**367,000**	*367,000*	*#DIV/0!*	*367,000*	*#DIV/0!*
	LG Development Approvals Program: BE							**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
	LG Development Approvals Program: ITC							**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
*	Electronic Documents Management							**6,500**	*6,500*	*#DIV/0!*	*6,500*	*#DIV/0!*
	Prior year projects				-			**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
											-	*#DIV/0!*
	Projects Total	**267,888**	**264,394**	365,324	881,900	465,460	775,811	1,001,200	*119,300*	*13.5%*	*225,389*	*29.1%*
	Total Operating + Projects Expenditures	**7,227,018**	**7,606,762**	**7,675,227**	**9,059,919**	**6,243,521**	**8,567,799**	**9,595,311**	*535,392*	*6%*	*1,027,512*	*12.0%*
	CAPITAL											
55100	Computer H/W & S/W	98,021	61,750	21,878	29,200	80,425	82,434	**67,000**	*37,800*	*129%*	*(15,434)*	*-18.7%*
	Computer HW for new trustees			-	-			**14,900**	*14,900*	*#DIV/0!*	*14,900*	*#DIV/0!*
69100	Office - Equipment & Furniture	1,835	3,844	10,763	4,000	2,770	4,000	**4,000**	*-*	*0%*	*-*	*0.0%*
69500	Office - Renovations	11,101						**-**	*-*	*#DIV/0!*	*-*	*#DIV/0!*
	Total Capital Spending	110,957	65,856	**32,641**	**33,200**	**83,195**	**86,434**	**85,900**	*52,700*	*159%*	*(534)*	*-0.6%*
	Total Operating, Projects, Capital Budget	**7,337,974**	**7,672,618**	**7,707,867**	**9,093,119**	**6,326,716**	**8,654,233**	**9,681,211**	*588,092*	*6.5%*	*1,026,979*	*11.9%*
	Net Surplus (Shortfall)	**23,719**	**11,654**	**44,919.86**	**(218,000)**	**1,748,328**	**210,188**	**(172,000)**				
	Add non-cash Item - amortization				218,000			172,000				
	Surplus (deficit)	**23,719**	**11,654**	**44,920**	(0)	**1,748,328**	**210,188**	**(0)**				
	Adjustments for reporting:											
	Net Capitalized Expenditures & Amortization Adj											
	Transfer from (to) General Revenue Surplus Fund	(23,719)	(11,654)	(44,920)								
	Transfer from (to) LTC Project Specific Reserve Fund											

ISLANDS TRUST
BUDGET DRAFT:
2022/23

Amt to balance budget, excluding amort =	-	-	-	(0)			(0)				
	2018/19	2019/20	2020/21	2021/22			**2022/23**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
	ACTUALS *elections*	ACTUALS	ACTUALS	**BUDGET**	Q3 actuals	Q3 Forecast	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
Transfer from (to) SSIWPA reserve fund											
Net Balance	**-**	**-**	**-**	(0)			**(0)**				

Islands Trust
Budget 2022/23
SURPLUS ALLOCATIONS

Area	Project/Area	Prior Year Carryover $ - allocated from surplus	New $ allocated from surplus	Total Surplus Funding in 2022/23	Dept	*BIM Contrib Factor*	$ Credit to BIM	
	Allocation of Funding Transferred from General Revenue Surplus Funds:							
Strat	Reconciliation Action Plan implementation	-	17,000	**$ 17,000**	TC	*100%*	$ 17,000	
Strat	Policy Statement amendment	50,000	5,000	**55,000**	TAS	*100%*	55,000	
Strat	NAPTEP Regulation Exemption analysis		-	**-**	ITCB	*100%*	-	
Strat	Website Design/Functionality updates	-	15,000	**15,000**	TAS	*100%*	15,000	
Strat	Model Bylaws for Housing Options	10,000	-	**10,000**	LPS	*0%*	-	
Strat	FWSS - Freshwater Sustainability Strategy	-	-	**-**	LPS	*0%*	-	
Strat	FWSS - Freshwater Sustainability Reporting Program	-	-	**-**	LPS	*0%*	-	
Strat	FWSS - Groundwater Recharge Mapping	36,800	-	**36,800**	LPS	*0%*	-	
Strat	Heritage Overlay Mapping	-	-	**-**	LPS	*0%*	-	
Strat	Climate Change Indicators	-	-	**-**	TAS	*100%*	-	
Strat	Stewardship Education Program	-	17,500	**17,500**	TAS	*100%*	17,500	
Strat	Secretariat Services	-	15,000	**15,000**	TAS	*100%*	15,000	
Admin	Electronic Documents Management	-	6,500	**6,500**	Admin	*27%*	1,759	
Admin	Computer HW for new trustees		14,900	**14,900**	Admin	*27%*	4,032	
TC	Elections (portion)		141,000	**141,000**	TC	*0%*	-	
	Contracted administrative human resources	50,000	-	**50,000**	Admin	*27%*	13,530	
	Total transfer from General Revenue Surplus Fund (GRSF)	146,800	231,900	**378,700**			138,821	*To BIM Calc*
	Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:							
	SSI FWS: Strat Plan for Watershed Stewardship & Protection	30,000	8,400	$ 38,400	LPS - SSI	*0%*	$ -	
	SSI Westin Lake	30,000	-	$ 30,000	LPS - SSI	*0%*	$ -	
	Total transder from SSIWPA reserve fund	60,000	8,400	**68,400**			$ -	
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:							
	Pool for Allocation to LTCs in Year	71,204	108,296	$ 179,500	LPS	*0%*	$ -	
		71,204	108,296	**179,500**			$ -	
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 626,600**				

ISLANDS TRUST
DRAFT 2022-23 BUDGET
ISLANDS TRUST CONSERVANCY BUDGET REQUEST 2022-23

PURPOSE - FPC requested the following be made clear in the budget package to Trust Council:
That Islands Trust Conservancy budget be presented in a clear manner, including:

- grant monies received	Included below and in overall budget document
- land and money donations received	These revenue sources are held by the ITC directly as a separate entity and are not included in the Trust budget. See the ITC financial statements on the website at: https://islandstrust.bc.ca/document/islands-trust-conservancy-financial-statement-march-31-2021/
- programs provided	- Land conservation (via acquisitions, leases, conservation covenants)'- land management (1,365 ha); - regional conservation planning; - administration of grant programs (Opportunity Fund and Morrison-Waxler Biodiversity Fund); - fund administration (acquisition and land management/covenant defense); - donor engagement and stewardship; - outreach and communications related to programs; and, - Species at Risk Program (externally funded).

All amounts reflected below are included in the overall dollars/budget presented to TC.

	ITC Operations budget **Draft 2022/23**	
SPECIFIC ITC REVENUES		
Federal Grant - Restricted (ITC SAR)	213,500	
	213,500	
SPECIFIC ITC EXPENSES		
Communications and ITC Fundraising	14,780	
ITC - Board Honoraria	6,600	
ITC - Board Meeting Expense	1,500	**Note 1**
ITC - Board Training & Conferences	2,000	
ITC - Property Management	137,780	
ITC - Conservation Planning & Land Securement	29,500	
ITC - Ecosystem Mapping	20,000	
Legal - general	18,000	
Sal & Ben - Salaries - ITC	656,368	**Note 2**
Subscriptions	1,000	
Mobile Devices	1,350	**Note 3**
Training & Conferences	4,200	
Travel for Training	2,200	
Travel	17,880	
Total specific expenses	913,158	
Draft admin allocation	257,055	
Net surplus/deficit	(956,713)	

Note 1 Amount differs from paperwork submitted by ITCB that is in the TC agenda package.
ITCB revised their meeting procedure bylaw at a meeting subsequent to their budget submission, and now plans to meet more electronically.
As such the requested budget amount has been reduced, but not updated in the package submitted by the ITCB.
See Note 2 on ITCB budget request BRF

Note 2 Amount differs from paperwork submitted by ITCB that is in the TC agenda package.
ITCB uses salaries estimates in their budget request package, the actual budget is based on proper calculations of salaries for ITCB staff + benefits costs.
The ITCB package also incorrectly double counts salary dollars for the SAR CO-OP student and therefore reflects a higher amount.
See Note 1 on ITCB budget request BRF

Note 3 Amount differs from paperwork submitted by ITCB that is in the TC agenda package.
Financial staff have adjusted this amount downwards to reflect new mobile plan rates.

ISLANDS TRUST
DRAFT 2022-23 BUDGET
GRANTS INFORMATION

PURPOSE - to summarise restricted grant revenues and the expenses they are paying for, that are included in the overall Trust budget, as requested by FPC.

Notes:
- All figures below are included in the overall draft budget.
- Information below does NOT include the annual $180,000 unrestricted provincial grant which is in the overall budget, as that grant is not directed to specific work but applied generally to the budget as a whole.
- Total grant revenues included in the budget is $588,500 (below) + $180,000 (non-specific provincial grant) = $ 768,500 total grant revenues/grant paid-for expenses in the budget

	2022/23
GRANT REVENUE	
Provincial Grant - LG Development Applications	367,000
Contingent Grants - Projects	8,000
Federal Grant - Restricted (ITC SAR)	213,500
TOTAL GRANT REVENUES INCLUDED IN THE TRUST'S BUDGET	**588,500**
GRANT-PAID FOR EXPENSES	
LG Development Approvals Program: LPS	367,000
LTC Projects Funded by Contingent Grants (590)	8,000
ITC Salaries and benefits	143,200
ITC Communications	3,150
Property Management	40,000
Conservation Planning and Land Securement	13,500
Ecosystem Mapping	5,000
Legal	3,000
Travel	5,000
Admin	650
TOTAL GRANT PAID-FOR EXPENSES INCLUDED IN THE TRUST'S BUDGET	**588,500**
Net amount paid by Islands Trust	-

ISLANDS TRUST
Draft Budget 2022-23
LTC PROJECTS BUDGET

ITEM	LTA	AMOUNT	TOTAL
Specific Projects >$5000:			
HO OCP Amendment Review	HO	15,000	
GAB Housing project	GAB	-	
GM OCP	GM	17,000	
DE OCP and LUB Housing and ST Rentals Review	DE	13,500	
SSI Protection CDF Zone and Assoc. Ecosystems	SSI	32,000	
SSI Ganges Village (phase 2)	SSI	51,000	
SSI Housing Action Program (phase 2)	SSI	25,000	**153,500**
Amount per LTC:			
Pool for Allocation to LTCs in Year			**26,000**
Total LTC Projects budget			**179,500**

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Marnie Eggen
On behalf for the GM LTC

Business Area:
Gambier Island Local Trust Committee – LTC projects

Name of Request:

GM LTC – Gambier OCP and LUB Targeted Review Project

2022-2023 - $17,000.00

2023-2024 - $13,000.00

Budget Source (select all that apply):

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

Date of Funding Request: September 24, 2021

GM LTC Resolution: May 27, 2021:
GM-2021-038
It was MOVED and SECONDED
that the Gambier Island Local Trust Committee endorse the Gambier Island Official Community Plan Land Use Bylaw Targeted Review Project Charter, as amended, dated May 27, 2021.
CARRIED

Funding Required for (date range):
April 2022 – March 31, 2023

ISSUE/OPPORTUNITY:

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

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningfully engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island's OCP, which have not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

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

Background:

The first phase of this project will take place this fiscal (2021-2023) and be dedicated to developing an engagement and communications plan for the OCP-LUB targeted review and exploring data and mapping needs. The current LTC project budget will cover the anticipated costs for fiscal 2021-2023. The second and third phase of this project is dedicated to undertaking engagement and communications as recommended in the plan with targeted support from an engagement professional and continued work on identifying priority areas for protection.

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

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

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 2: Consultation & Bylaw Development (2022-2023)	Target Duration	Cost
Indigenous and non-indigenous engagement as per the Engagement and Communications Plan developed in Phase 1 with targeted support by consultant	Spring – Summer 2022	$15,000.00
Analysis of data/mapping for priority setting & developing criteria to	July 2021 – Fall	$2,000.00

identify target areas for consideration of protection with support from scientific and indigenous expertise	2022	
Introduce draft bylaw language	Spring 2022	
Introduce draft bylaws, early referral to First Nations and others	Summer - Fall 2022	
Funding Request for Phase 3: Legislative Process and Implementation (2023-2024)		
Legal Review	Winter 2023	$3,000.00
1st reading, further engagement, referrals to First Nations and agencies	Spring 2023	$5,000.00
Consideration of changes and 2nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	$3,000.00
3rd reading	Fall 2023	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2023	
Final Adoption	Winter 2023/24	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

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

ALTERNATIVES CONSIDERED:

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

<u>Increased involvement</u>

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

<u>No involvement</u>

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

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

Expand Review

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

Limit Review to one topic area

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

Option 3: Do not undertake a Gambier Island Official Community Plan/Land Use Bylaw Targeted Review

- Missed opportunities:
  - to build relationships with First Nations in the Howe Sound;
  - for Gambier Island OCP and LUB to:
    - reflect First Nation's reconciliation in accordance with Gambier Island's standing resolution and protect indigenous cultural heritage;
    - advance the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems";
    - advance the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems"

CRITICAL SUCCESS FACTORS:

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

RECOMMENDED OPTION:

The present funding request is for $17,000.00 for fiscal 2022/23 to allow the Gambier Island OCP-LUB project to progress to Phase 2, accommodating the support from a community engagement professional and ecological/mapping expertise. An additional $13,000.00 is anticipated to be needed in fiscal 2023/24 to advance draft bylaws through the legislative process and in order to complete the project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$17,000.00 for fiscal 2022/2023 for Phase 2
$13,000.00 for fiscal 2023/2024 for Phase 3
Includes cost savings by limiting consultant involvement to significant engagement events/activities.

Qualitative Analysis:

If no action is taken, Gambier Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development.

PURCHASING PROCEDURE:
- Direct award or RFP to engagement consultant for targeted support during Phase 2 and 3. - Direct award or RFP to ecological/mapping expertise for assisting with prioritizing areas for protection.
PROPOSED IMPLEMENTATION STRATEGY:
- See Projected Results/Deliverables above.

Marnie Eggen, Island Planner on behalf of Gambier Local Trust Committee	October 1, 2021
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

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

Next steps:

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

Budget Funding Request Short-Form
Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Hornby Island Local Trust Committee (LTC)

Business Area:
Local Planning Services - LTC projects

Name of Request:
Hornby OCP Amendment Review

Funding Request:
2022/23 - $15,000

Budget Source (select all that apply):

- [x] **Specific Project Funding**
  - [x] Third Party Contractors
  - [ ] Staff Travel Expense
  - Staff Overtime Expense
  - [ ] New Staff Member
  - [ ] Computer Hardware/Software
  - [ ]
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software**
- [ ] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [ ] **Temporary**
    Temp Duration: _____
- [x] **Other – please describe:**
  A contracted Planner who would draft and process OCP bylaw amendments based on recommendations from the Hornby Island Advisory Planning Commission and take them through the legislated process.

Date initiated: December 2021

Date required: April, 2022 -March 31, 2023

BACKGROUND:

On November 20, 2020, the Hornby Island Local Trust Committee passed the following resolution:

that the Hornby Island Local Trust Committee add the item "Official Community Plan Review" to the Top Priorities Report as priority No. 1.

The discussion around this project included an explanation from staff that a project of this nature would be considered Major or Extraordinary in scope and would therefore not be resourced by Planning staff from the Northern office but would need to be assigned to the Regional Planning Team (RPT). Staff further explained that the process for assigning projects to the RPT and the criteria for the RPT to decide which projects to work on first had not been decided as of yet and likely would not be until the next Islands Trust term of office.

The Hornby LTC expressed a desire to have the amendments to the OCP and LUB be completed as soon as possible and on March 26, 2021, the Hornby Island Local Trust Committee passed the following resolution:

> *that the Hornby Island Local Trust Committee request that the Advisory Planning Commission provide recommendations for Official Community Plan and Land Use Bylaw amendments with topic areas of focus: First Nations, Short Term Vacation Rentals, Housing, and the Riparian Areas Development Permit Area.*

The LTC is anticipating that the Hornby APC will be sending a recommendation for amendments to the LTC in early 2022. With the understanding that Islands Trust Planning staff may not be available to take up these recommendations to process as bylaw amendments in 2022, the LTC passed the following resolution on October 8, 2021:

> *that the Hornby Island local Trust Committee request staff to prepare a draft business case to assist the Hornby Island Advisory Planning Commission in its review of the Hornby Island Land Use Bylaw and Official Community Plan, that this business case include the use of a consultant for all or part of the work, and that staff forward the Business Case to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/2023 Islands Trust budget.*

At their December, 2021 meeting, Trust Council passed the following resolution:

> *That the $15,000 for the Hornby Island Official Community Plan Review be put back into the 2022/2023 draft budget.*

On December 10, 2021, the LTC endorsed this business case with the following motion:

> *that the Hornby Island local Trust Committee endorse the business case for the OCP review.*

PROBLEM STATEMENT/OBJECTIVES:

Regulations regarding short term vacation rentals on Hornby continue to be confusing to residents. The cost and availability of Housing on Hornby becomes more problematic over time, and the regulations adopted regarding Riparian Areas Development Permit Area are problematic because of conflicting technical information that was used to develop them. In addition, the LTC believes acknowledgement of First Nations within the OCP is not as robust as it should be. The LTC consider addressing all of these topics in the OCP and LUB an urgent matter. Given competing demands on staff time to do this work, the LTC believes that a consultant should be hired to complete this work in the short term.

PROJECTED RESULTS/DELIVERABLES:

Funding request (FY22/23)	Target Duration	Cost
Consultant Contract – Bylaw drafting and processing through legislated process including required public engagement.	Over the course of 2022	$12,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement	Over the course of 2022	$ 1,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2022	$ 2,000

Qualitative Analysis:

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

RECOMMENDED DECISION:

That Trust Council approve $15,000 in fiscal 2022/23 to hire a consultant to process OCP and LUB bylaws as recommended by the Hornby Island Advisory Planning Commission.

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Heather Kauer
On behalf of the DE LTC

Business Area:
Denman Island Local Trust Committee – LTC projects

Name of Request:

DE LTC – Denman OCP and LUB Housing and Short Term Rentals Review

2022/23 - $13,500
2023/24 - $8,000

Budget Source (select all that apply):

- [x] **Specific Project Funding**
  - [x] Third Party Contractors
  - [ ] Staff Travel Expense
  - [ ] Staff Overtime Expense
  - [ ] New Staff Member
  - [ ] Computer Hardware/Software
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software**
- [ ] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [ ] **Temporary**
    Temp Duration: _____
- [x] **Other – please describe:**

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

Date initiated: June, 2021

Date required: April, 2022 -March 31, 2023

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

PROBLEM STATEMENT/OBJECTIVES:

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

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

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

PROJECTED RESULTS/DELIVERABLES:

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

Progress update and public meetings	Multiple - TBA	$

ALTERNATIVES CONSIDERED:

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

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

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

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

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

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

CRITICAL SUCCESS FACTORS (List):

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

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

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $13,500 for Stage 1 as per project breakdowns above
- $8,000 for Stage 2

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

RECOMMENDED DECISION:

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

PURCHASING PROCEDURE:

Denman Island Local Trust Committee

Initiator:	July 6, 2021 Date
Director/CAO	Date

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

Next steps:

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

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Jason Youmans, Island Planner
On behalf of SS LTC

Business Area:
Salt Spring Island Local Trust Committee – LTC Projects

Local Planning Services

Name of Request:

SS LTC – Protection of the Coastal Douglas-fir Zone and Associated Ecosystems

2022/23 - $32,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

■ **Other – please describe:** _____

Honoraria for speakers/First Nations for ongoing meetings and participation, minute-taking, technology support, mapping, facility rental, open house meetings and materials, legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.

Project Initiated: July 20, 2020
Funding request initiated: October 5, 2021

Resolution SS-2021-182

That the Salt Spring Island Local Trust Committee endorse the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Business Case shown in Appendix 1 of the staff report dated October 5, 2021, as amended, and forward it to the

Funding Required for (date range):

April 2022 – March 2023

Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget. **CARRIED**	

BACKGROUND: In 2018, the Islands Trust developed a Toolkit that outlined methods for protecting the Coastal Douglas-fir zone and associated ecosystems. In 2019, the Salt Spring Island Local Trust Committee (SS LTC) identified 'Protection of the Coastal Douglas Fir Ecosystem' as a Strategic Priority item for the 2018-2022 term. This project will implement the SS LTC's Strategic Priority and the Islands Trust's Toolkit on Salt Spring Island.

PROBLEM STATEMENT/OBJECTIVES:

Per the project charter, the objectives of this LTC project are as follows:

- maintain contiguous forest cover;
- protect and restore functioning ecosystems;
- protect watershed ecology; and
- honour Coast Salish cultural heritage; and
- Minimize wildfire risk

At its meeting of August 31, 2021, the SS LTC resolved to direct staff to include in this business case $17,000 in spending to fund wildfire ecosystem risk assessment and mitigation work associated with the CDF ecosystem.

Additionally, the LTC will strive to ensure that any policy or regulatory changes that result from this project are consistent with Indigenous perspectives and values relative to the island ecosystem and that area First Nations with treaty and territorial interests in Salt Spring Island have the opportunity to participate in the project. Capacity funding to support First Nations' participation is anticipated to require in the order of $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review.

Finally, among the options for an equitable approach to forest protection that does not leave some land owners feeling that they are "losing" something, is exchanging additional density for environmental protection. However, staff are not equipped to calculate the appropriate trade-off between X additional densities for Y hectares of protected land. As such, a report from a professional property appraiser is required.

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Stage 2 (FY 22/23)	Target Duration	Cost
First Nations Consultation		$3,500
Consultant – Density Bonus Zoning Appraisal Report		$4,000
Consultant – Fire Ecology Risk Analysis		$12,000
Fire Ecology Risk Reduction Workshop		$5,000
Regulatory and Policy Development		$5,000
Communications and Education Materials		$2,500

RISK ASSESSMENT:

- Public opposition – Significant pushback from segments of the community could dent the SS LTC's enthusiasm to see the project through to completion.

- Timelines – If the SS LTC intends this project to culminate in policy or regulatory changes these are unlikely to conclude by end of term.

ALTERNATIVES CONSIDERED:

<u>Option 1</u>
Fund the project as a "minor" project with a budget under $5,000 and for which a budget business case is not required

The implications of this option are that the SS LTC would be unable to fund the fire ecology work recommended by the Ecological Research Network, nor hire a professional appraiser to help determine what, if any, trade-off between additional residential densities in exchange for forest protection in perpetuity is appropriate.

The project would also be limited to the "document referral" model of First Nations engagement from which the Islands Trust is trying to move away unless capacity funding became available through the Senior Intergovernmental Policy Advisor's office.

<u>Option 2</u>
Fund the project as proposed through a special property tax requisition

The implications of this option are that the SS LTC would likely have two special property tax requisitions for the 2022/23 fiscal year; one to maintain the Salt Spring Island Watershed Protection Alliance (SSIWPA) and one to carry out the consultation program associated with its Coastal Douglas-fir Ecosystem Protection Project. It is unclear whether the SS LTC is interested in pursuing an additional special property tax requisition.

<u>Option 3</u>
Terminate the project

The SS LTC may determine that it is not interested in pursuing a policy or regulatory approach to CDF protection on Salt Spring. If so, this project should be terminated or its charter should be significantly amended to reflect more modest aspirations.

CRITICAL SUCCESS FACTORS:

- Consultants that deliver the products requested;
- Continued prioritization by SS LTC after the 2022 election

RECOMMENDED OPTION:

That the Salt Spring Island Local Trust Committee requests Islands Trust Financial Planning Committee include $32,000 in the 2022/23 to fund the SS LTC's Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Project.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

The budget proposed here corresponds to the components that the LTC has requested be included in its project. The budget reflects that anticipated costs of those components.

Qualitative Analysis:

The LTC has requested the inclusion of fire ecology assessment. It is assumed this work will inform future policy and regulation development.

The Islands Trust has made substantial commitments to reconciliation with Indigenous people and nations of the Islands Trust area. It is important to ensure that projects are adequately funded to meet these commitments.

PURCHASING PROCEDURE:

RFP or Direct Award – Density Bonus Zoning Appraisal Report

RFP – Fire Ecology Risk Analysis/Policy and Regulatory Development

PROPOSED IMPLEMENTATION STRATEGY:

See project charter in Appendix 2 of the staff report of October 5, 2021.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The SS LTC has already created collaborations on this project by partnering with the Ecological Research Network/Transition Salt Spring to deliver educational/communications materials. The SS LTC has signalled its intention to deepen this partnership by helping carry out the fire ecology assessment work advocated by the ERN.

The LTC's Science Working Group contains members drawn from academia, forestry, fire protection, and local conservation initiatives.

As this project advances it will require significant attention to how initiatives are communicated to ensure that the public understands the nature of any proposed actions.

Jason Youmans, Island Planner	September 23, 2021
Initiator Name and Title	Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by:
Stefan Cermak,
Louisa Garbo,
On behalf of the SSI LTC

Business Area:
Salt Spring Island Local Trust Committee – LTC projects

Name of Request:

SSI LTC - Housing Action Program

2022/23 - $25,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

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

Date of Funding Request: January 27, 2021

Funding Required for (date range): April 1 2021-March 31, 2023

ISSUE/OPPORTUNITY:

Salt Spring Island has the highest per capita homeless population in the Capital Regional District, with aging infrastructure in some parts of the island and lack of adequate infrastructure in others. Considering the growth patterns on the island, coupled by a number of issues relevant to the housing condition, such as the lack of affordable housing, low diversity in housing types, and low rental vacancy are all among the housing challenges

on the island. With the high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

On December 17, 2019, the SSI LTC directed to work with Trustee Patrick to establish a Salt Spring Housing Working Group to advise the Local Trust Committee to provide advice and recommendations on policy and regulations to address housing needs across the housing continuum. Despite attempts, a formal Working Group was never established (i.e., no terms of reference, formal appointments of members or public meetings). Nevertheless, an informal Housing Working Group was formed to take on the initiative. The Housing Working Group submitted a report to the SSI LTC on October 6, 2020. At the same meeting the SSI LTC made "Housing Challenges and Solutions" a top priority and directed staff to provide a Project Charter for the implementation of this initiative. Note that the resolution directed staff to develop a project charter based on the received Working Group report.

On January 22, 2021, the SSI LTC adopted a project charter, a budget in principle, and other relevant matters:

> SS-2021-025 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve the "Housing Action Program" Project Charter as amended. CARRIED
>
> SS-2021-026 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee accept in principle the proposed "Housing Action Program" project budget. CARRIED
>
> SS-2021-027 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve the proposed "Housing Action Program" Task Force Terms of Reference. CARRIED
>
> SS-2021-028 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve in principle the proposed "Housing Action Program Public Engagement Framework". CARRIED
>
> SS-2021-029 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to review potential amendments to the Salt Spring Island Official Community Plan and the Salt Spring Island Land Use Bylaw as identified in the "Housing Action Program" Project Charter. CARRIED
>
> SS-2021-030 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to conduct early and ongoing engagement with at minimum First Nations, the Capital Regional District, the Agricultural Land Commission, School District No. 64, North Salt Spring Waterworks District, Salt Spring Island Fire and Rescue, Salt Spring Island Arts Council, the Chamber of Commerce, Salt Spring Island Community Services, BC Housing, The Ministry of Transportation and Infrastructure, health service, housing providers and coastal agencies, and Trust Council and other Local Trust Committees in accordance with Section 475 of the Local Government Act, on the proposed "Housing Action Program" and the proposed major amendment to the Salt Spring Island Official Community Plan. CARRIED
>
> SS-2021-031 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to seek opportunities for collaboration and efficiencies between the Housing Action Program Task Force and the Ganges Village Planning Task Force. CARRIED

The adopted "Housing Action Program" Project Charter implements the Housing Working Groups recommendations and intends to provide actions and measures to address the housing issues unique to Salt Spring Island. Actions proposed in the Project Charter includes a number of actions, such as the potential for a major amendment to the Official Community Plan. The amendment to the OCP will tackle a range of issues that impact the affordability of housing, the types of housing options, and the environmental sustainability as they

relate to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring Waterworks community water system, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, archaeological significance will all be examined in the process. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current objectives with the OCP also do not reflect Trust Council's implementation of the First Nations Engagement Principles Policy, Trust Council's Reconciliation Declaration, and Trust Council's declaration of a Climate Emergency.

The Housing Action Program also includes the proposal of a number of amendments to the Land Use Bylaw, which includes secondary suites to be permitted in all residential zones (provided all conditions are met), amendment to the subdivision requirements (such as lot designs, lot coverage and sizes), and other regulatory standards that promote affordable housing and sustainable development. Finally, the Action Program proposes the development of incentives for pilot projects in an ecovillage type of development with a mixture of housing types and affordable housing, or other forms of development that incorporates sustainable site and building designs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. There are twelve Nations impacted by the proposed project and will be part of the outreach and consultation process. However, it is important to note that, the traditional practice is to provide a capacity funding to support First Nations' participation, which amounts to approximately $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review. Unfortunately the need for the capacity funding was not known prior to the development of the Project Charter budget, staff is proposing to cut the funding proposed for the partnership with the university and apply the amount to support the collaboration with First Nations.

The creation a Housing Action Program of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community. Staff is proposing to combine some of the public engagement processes with that of the Ganges Village Area Plan - should the funding for the Area Plan is approved.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY21/22)	**Target Duration**	**Cost**	**Notes**
Initial meeting between LTC and First Nations	One half day	$ -	To be jointly held with the Ganges Village Area Plan project
Task Force meetings (virtual or COVID-proof meetings) Open to the public	Over the course of 2021	$ 3,500.00	Cost anticipates advertising, honoraria for speakers, coffee and snacks, and minutes taking at ±$25/hr
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, task force meetings, meetings with stakeholder groups and agencies	Over the course of 2021	$ 1,000.00	

Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2021	$ 4,000.00	
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	Over 12 months	$ 2,500.00	Cost anticipates advertising, honoraria for participants, coffee and snacks
Multiple virtual and/or in-person COVID-safe open houses and community engagement meetings	Over 12 months	$ 3,000.00	Technology support, facility rental, and open houses material
Union staff over-time off business hours meetings	Over the course 2021 and 2022		$ 2,000.00 (staff cost)
Research and analysis/meeting with stakeholders/agencies	Over 12 months	$ -	
Consultation and collaboration with 12 First Nations	Summer 2021 to Spring 2022	$ 20,000.00	
Mapping and technological support, and graphic design on the production of the area plan	Over the course of developing the plan	$ 8,000.00	
Open houses on draft SS OCP - virtual and/or COVID-safe meetings	TBD	$ 3,000.00	Technology support/COVID measures/facility rental and set ups
	Total	**$45,000**	
Finding Request for Stage 2 (FY22/23)			
Draft amendment to OCP/LUB	Over 5 months in late 2022	$ -	
Open houses on draft amendments - virtual and/or COVID-safe meetings	Multiple meetings in 2022	$ 3,000.00	Technology support/COVID safety measures/facility rental and set ups
Legal review	Focus on review of draft bylaws	$ 20,000.00	
Development of communication and educational info, printouts, mailings, brochures, posting of meetings and legal notifications	Over the course of 2022	$ 2,000.00	
Progress update and public meetings	Multiple - TBA	$ -	
	Total	**$25,000**	

RISK ASSESSMENT:

Salt Spring Island is facing immense development pressures exasperating an issue already considered a crisis. The development pressure is affecting all issues relating to housing: diversity of type, tenure, affect to the environment, affordability and so on. The SSILTC is of the opinion that addressing housing issues cannot occur without consideration of land use impacts, First Nations, climate change etc.

Without updating the OCP, or some mechanisms to address the housing conditions on the Island, the Island will continue to grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, specifically on "ensuring human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of Trust Area ecosystems, and to sustain island character and healthy communities," and last, but not least, the Trust Council's commitment to First Nations Reconciliations, and their declaration on Climate Change Emergency.

ALTERNATIVES CONSIDERED:

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

- Undertaking less actions within the proposed Project Charter, such as tabling amendments to LUB, or any incentive programs;
- Seek various funding sources;
- Extend the proposed project duration;
- Seek unpaid internship with university.

Option 2: Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. Salt Spring Island contributes the greatest portion of funding to the Islands Trust federation model. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers.

CRITICAL SUCCESS FACTORS:

Consider innovative approaches, invest in the public engagement as well as partnership with agencies and stakeholders, as well as on-going consultation with First Nations.

A model for addressing housing issues that is replicable throughout the Trust area.

RECOMMENDED OPTION:

The SSI LTC is requesting approval of $45,000 for fiscal 2021/22.

An additional $25,000 will be required in fiscal 2022/23 to complete this project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $45,000 for Stage 1 as per project breakdowns above. (additional funds in the following fiscal for $25,000)

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Salt Spring Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its charm and character of being the best place to visit and to live within the Gulf Islands, and by extension, the Province of British Columbia. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Salt Spring Island.

PURCHASING PROCEDURE:

Will follow due process for proper procurement as set out in Trust Council procurement policy.

PROPOSED IMPLEMENTATION STRATEGY:

As indicated in the Project Charter, the duration of the project will likely take two fiscal years (i.e., Spring 2021/Spring 2023).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

A standard engagement and online tools have been proposed, and general stakeholder groups have been identified in the Housing Action Program Public Engagement Program. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities is currently in progress.

Louisa Garbo, Island Planner	January 28, 2021
Project Manager Name and Title	Date
Stefan Cermak, RPM	January 29, 2021
Reviewed by: Regional Planning Manager	Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by: Louisa Garbo	**Budget Source** (select all that apply): **X Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: _____ **X Other – please describe:** UBCM-C2C Funding (granted)
Business Area: Salt Spring Island Local Trust Committee	
Name of Request: Ganges Village Project – Public Engagement Budget request: $51,000	
Date of Funding Request: July 10, 2021	**Funding Required for (date range): April 1 2021-March 31, 2022**

ISSUE/OPPORTUNITY:

The Ganges Village Area Plan proposal was approved in the 2021-2022 budget review, this is a request for the 2022-2023 portion of the budget in order to secure funding to complete the

project. No amendment is proposed for this project, please see Appendix 1 on the original business case for the project.

PROJECTED RESULTS/DELIVERABLES

Budget request for FY 2022-2023

Meeting	Deliverable/Milestone – Phase 2	Cost
	Research and analysis/meeting with participants/agencies	0
	Consulting support and technical analysis and development of policies to address elements such as transportation, climate change (potential partnership with universities)	$20,000
	Mapping and technological support on the production of the area plan	$4,000
TBD	Open houses on draft Ganges Village Area Plan - virtual and/or COVID-safe meetings	$3,000 - Technology support/COVID safety measures/facility rental and set ups
LTC	Progress update and public meetings	$0
		$27,000
Meeting	**Deliverable/Milestone – Phase 3**	**Cost**
	Draft amendment to governing documents	0
TBD	Open houses on draft amendments - virtual and/or COVID-safe meetings	$3,000 - Technology support/COVID safety measures/facility rental and set ups
	Legal review	$15,000
	Development of communication and educational info, printouts, mailings, brochures, posting of meetings and legal notifications	$6,000
LTC	Progress update and public meetings	$0
		$24,000
	TOTAL	**$51,000**

Amount approved for FY 2021/2022 was $95,000. Cost incurred as of the date of this request is estimated to be $72,681.85, with the following breakdowns:
First Nations engagement $1,047.50
Contracted public engagement service $70,000
Task Force support $246 on minutes, $735 for in-person meeting (Aug –Dec 2021)
Communication and educational info $653.35

RISK ASSESSMENT:

No change from original proposal. Please see Appendix 1

ALTERNATIVES CONSIDERED: No change from original proposal. Please see Appendix 1
CRITICAL SUCCESS FACTORS: No change from original proposal. Please see Appendix 1
RECOMMENDED OPTION: Approve the request for $51,000 (the remaining funds to be supplemented by other sources).
COST/BENEFIT ANALYSIS: No change from original proposal. Please see Appendix 1
PURCHASING PROCEDURE: No change from original proposal. Please see Appendix 1
PROPOSED IMPLEMENTATION STRATEGY: No change from original proposal. Please see Appendix 1
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: No change from original proposal. Please see Appendix 1

Louisa Garbo, Island Planner	July 14, 2021
Initiator Name and Title	Date
Stefan Cermak, RPM	November 5, 2020
Reviewed by: Name and Title	Date

Islands Trust
Initiatives Summary
Fiscal Year: 2022/23

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*	BUDGET LINE ITEM
STRATEGIC PLAN INITIATIVES				
#4.6	Reconciliation Action Plan implementation	17,000	*Surplus*	Strategic Plan Projects (EC-TPC)
#3.1, 4.4, 5.6	Policy Statement amendment	55,000	*Surplus*	Strategic Plan Projects (EC-TPC)
#1.3	NAPTEP Regulation Exemption analysis	-		Strategic Plan Projects (EC-ITCB)
#4.2	Website Design/Functionality updates	15,000	*Surplus*	Strategic Plan Projects (EC)
#4.4	Model Bylaws for Housing Options	10,000	*Surplus*	Strategic Plan Projects (RPC)
#2.4	FWSS - Freshwater Sustainability Strategy	6,000	*Taxes*	Strategic Plan Projects (RPC)
#2.4	FWSS - Freshwater Sustainability Reporting Program	-		Strategic Plan Projects (RPC)
#2.4	FWSS - Groundwater Recharge Mapping	86,800	*Surplus +Taxes*	Strategic Plan Projects (RPC)
#4.8	Heritage Overlay Mapping	74,000	*Taxes*	Strategic Plan Projects (EC)
#3.3	Climate Change Indicators	-		Strategic Plan Projects (TAS)
#4.3	Stewardship Education Program	17,500	*Surplus*	Strategic Plan Projects (TAS)
#5.2	Secretariat Services	15,000	*Surplus*	Strategic Plan Projects (TAS)
	Total Strategic Plan Projects	**296,300**		

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 10, 2021
From:	**Executive Committee**	**Date Prepared:**	November 5, 2021
SUBJECT:	**2022/23 Executive Committee project budget requests**		

PURPOSE: To advise the Financial Planning Committee of budget requests related to responsibilities of Executive Committee.

BACKGROUND:

On October 27, 2017, the Executive Committee considered potential budget requests and decided to recommend to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the amounts below:

Strategic Plan item #	Potential funding request	2022/23 Amount proposed	2021/22 funding	Notes
4.6	Reconciliation Action Plan implementation	$17,000	$17,000	To support ongoing implementation of the Reconciliation Action Plan.
	History and Heritage Grants in Aid	$5,000	$5,000	Staff recommend keeping the amount the same.
	Application Sponsorship	$5,000	$5,000	Executive Committee has discussed the need to increase this budget and that the model fees bylaw may result in increased application fees, but resolved on October 27 to reduce the proposed $15,000 request to $5,000.
N/A	Communications	$50,000*	$23,000	An increase in budget is proposed to respond to an increasing demand for communications about Islands Trust and its projects. In addition, new Census results will be available in 2022/23 which provides an opportunity to create infographics and update the Island Profiles linked through each local trust area/Bowen Island landing pages on the website (sample) Also, it is anticipated that a number of publications will be designed in 2021/22 that could be printed. This increase will also provide

				additional opportunity to contract communications support as issues arise.
4.2	Website –design or functionality changes	$15,000	$7,000	The funding would support any changes to the new website requested by the newly-elected Trust Council or the public. Staff have received requests for changes that are outside the scope of the website renewal project (e.g. changes to the approved design/functionality). Staff have overspent the existing website budget in 2021/22 due to a need to engage contract support for content updates/feedback management due to lack of administrative staff availability due to zoom meeting administration, and a number of post-launch change requests.
3.1, 4.4, 5.6	Policy Statement Amendment Project	$5,000	$29,400	The funding would support any additional legal review of the draft Policy Statement and graphic design of the final document.
N/A	NAPTEP application sponsorship	$1,000	N/A	In September, Trust Council asked staff to prepare a draft policy regarding sponsorship of NAPTEP applications. This budget would support implementation of that potential future policy.
TOTAL		$93,000*	$86,400	

*This includes funding for communications contractors.

The Executive Committee considered but did not recommend a business case for an engagement planner position, and considered but did not recommend funding for a NAPTEP Regulation exemption reduction tax shift analysis (deferred to another year).

Business cases are not required for projects $5,000 or less. Communications funding has always been considered without a business case and staff have recommended the same approach to Reconciliation Action Plan funding.

ATTACHMENT(S):

1. None.

FOLLOW-UP: Staff have incorporated Executive Committee project budgets into the draft 2022/23 budget and will make additional changes requested by the Financial Planning Committee.

Prepared By: **Clare Frater, Director, Trust Area Services**

Reviewed By/Date: **Russ Hotsenpiller, CAO/November 5, 2021**

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: Regional Planning Committee

Business Area: Local Planning Services

Name of Request:

Workshop on development of model bylaws to address housing options

$10,000

RPC-2021-022
that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.4iv , as amended**,** to organize a workshop for planning staff to focus on the development of model bylaws to address housing options suitable to the Islands Trust area.

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe: _**Strategic Plan Program

Date of Funding Request: September 29, 2021

Funding Required for (date range):April 1 2022

ISSUE/OPPORTUNITY:

Trust Council's Strategic Plan includes the implementation of the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. This started in FY20/21 by undertaking work on model floor area ratio policy and regulations as a means of density measure for housing. To be more effective, staff recommended that the housing issues be dealt with together, and a workshop of planning staff would be the best use of funds to further this objective. As a result, option 2 below is recommended.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY22/23 is to cover costs associated with running a workshop (see option 2 below). $5,000 is reserved for legal review of the draft. $5,000 is reserved for consultant/facilitation assistance to planning staff undertaking this work.

RISK ASSESSMENT:

Risk that local trust committees may not adopt bylaws based on the model bylaws.

ALTERNATIVES CONSIDERED:

Option 1: Hire a consultant to undertake the work. Given the potential scope, $10,000 should be allocated for a contract, and $5,000 reserved for legal review.

Option 2: Staff organize a workshop for planning staff to focus on the development of model bylaws to address housing affordability. This would include reviewing work that has been done related to floor area ratio and integrating it with the development of model density bonus bylaws. $5,000 would be allocated to hire a consultant to facilitate the session and present examples of similar approaches in other jurisdictions. $5,000 would be allocated to legal review.

CRITICAL SUCCESS FACTORS:

Workshop undertaken and recommendations to the Regional Planning Committee for model bylaw language by March 2023 incorporating all aspects of the housing strategic plan items identified.

RECOMMENDED OPTION:

Option 2: Staff organize a workshop for planning staff to focus on the development of model bylaws to address housing affordability. This would include reviewing work that has been done related to floor area ratio and integrating it with the development of model density bonus bylaws. $5,000 would be allocated to hire a consultant to facilitate the session and present examples of similar approaches in other jurisdictions. $5,000 would be allocated to legal review.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

$5,000 for workshop facilitation and background research
$5,000 for legal review

$10,000 total to include staff training an model bylaws.

Cost saving would be achieved by having planning staff trained in the development of the model bylaws. Work on developing model bylaws can be more efficient than each local trust committee undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis:

This will further the Strategic Plan of Trust Council by providing model bylaws for LTC to consider in regards to affordable housing. Having planning staff participate in the development of the bylaws will enable them to more clearly identify options for LTCs to consider. In addition, it will provide an opportunity for training in bylaw development for those that have not been engaged in this work.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Staff proposed that the work will be undertaken in-house using dedicated planning staff. This would require allocation of planner time to this project, a budget of $5,000 for legal review, and $5,000 for consultant/research assistance. This work would involve review of existing bylaws and recommendations on approaches to use density bonusing in combination with floor area ratio and other approaches to calculating density. This is to further affordable housing on the islands. Model bylaws would be presented to LPC.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

Narissa Chadwick, Island Planner David Marlor / Director, Local Planning Services	November 3, 2021
Initiator Name and Title	Date

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their November 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: Regional Planning Committee	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software
Business Area: Local Planning Services	
Name of Request: **Freshwater Sustainability Strategy (FWSS)** **$6,000**	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: _____ ☐ **Other – please describe: _**Strategic Plan Program
Date of Funding Request: November 3, 2021	**Funding Required for (date range): April 1 2022**

ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, Regional Planning Committee approved the allocation of $90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy (FWSS). The FWSS draft will be presented to RPC on November 3, 2021 and will be presented to Trust Council in December 2021.

The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 "*Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources*".

The Freshwater Sustainability Strategy organizes recommended actions into four key program areas. The Cultural Knowledge and Engagement Program (CKE) is one of these program areas. Under the CKE, Islands Trust will share information, research, and Indigenous Cultural Knowledge with the public, staff, and local trustees. The goals are to foster stewardship, develop support for land use decisions, and encourage water conservation and watershed protection. This will require Islands Trust to increase its capacity to communicate with residents, businesses, visitors, and the public.

Staff identify the publication and sharing of the FWSS Policy emerging from the Freshwater Sustainability Strategy, which will contain background on water resources in the Trust Area and Indigenous perspectives on water, as an important first step in supporting the Cultural Knowledge and Engagement Program.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY20/21 is to cover costs associated with publication and sharing of the FWSS Policy:

Cultural Knowledge and Engagement Program **-** Formatting and Publication of Freshwater Sustainability Strategy

Publication and of FWSS Policy: $6,000

RISK ASSESSMENT:

As the FWSS draft is still to be presented to TC, there is a risk that the recommendations may not be supported. In this case adjustments can be made to the budget funding request as required.

Not approving this funding request for 2022/23 may slow the momentum gained through the development of the Freshwater Sustainability Strategy. It may also reduce the potential for external funding for implementing actions under the Strategy.

ALTERNATIVES CONSIDERED:

Option 1: Support the preparation, publishing and sharing of the FWSS final draft

Option 2: Do not support the preparation, publishing and sharing of the FWSS final the FWSS final draft.

CRITICAL SUCCESS FACTORS:

1. The publication and sharing of the FWSS by September 2022.

RECOMMENDED OPTION:

Option 1: Support the preparation, publishing and sharing of the FWSS policy

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Publication and Sharing of FWSS Policy: $6000

Qualitative Analysis:

Having an accessible and attractive policy document will help facilitate the sharing of the Islands Trust direction related to Freshwater Sustainability and may be helpful in attracting external funding for implementing actions.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Regional Planning Team Staff oversee the publication and sharing of the FWSS policy and the development of the Freshwater Stewardship Outreach Plan in collaboration with members of the Trust Area Services communication and outreach team and the Senior Freshwater Specialist.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The FWSS will contribute to a shift in traditional ways of addressing issues related to the sustainability of freshwater in the Islands Trust. It addresses the challenge of increasing freshwater vulnerability in a way that will require significant interdepartmental coordination and an increase in, or reallocation of, staff resources.

Narissa Chadwick, Island Planner David Marlor, Director, Local Planning Services	November 5 , 2021
Initiator Name and Title	Date

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2021 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: Regional Planning Committee

Business Area: Local Planning Services

Name of Request:

Freshwater Sustainability Strategy (FWSS) - Groundwater Sustainability Science Program

$50,000

Resolution of the RPC – Nov 3, 2021
That Regional Planning Committee forward to Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the revised business case for Strategic Plan Item No. 2.5 – to complete the Islands Trust Groundwater Recharge Mapping project

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _Strategic Plan Program

Date of Funding Request: November 3, 2021

Funding Required for (date range): April 1 2022

ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, Regional Planning Committee approved the allocation of $90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy. The FWSS draft will be presented to RPC on November 3rd and Trust Council (TC) in December 2021.

The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 "*Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources".*

The Freshwater Sustainability Strategy organizes recommended actions into four key program areas. The Groundwater Sustainability Science Program (GWSS) is one of these. This program focuses on expanding the work that was initiated through the Southern Gulf Islands Groundwater Sustainability Strategy (GWSS) Project.

Under the Groundwater Sustainability Science Program (GWSS), Islands Trust undertakes primary research and mapping to improve information and knowledge about water quantity and quality and to better understand groundwater vulnerability.

By estimating the balance between groundwater recharge and human demand, as well as the impacts of climate and other factors, availability assessments will provide better information. This in turn will facilitate improved protection through Islands Trust's land use planning activities and development decisions. Planning tools include covenants, development permit areas, zoning, density bonusing, and subdivision servicing regulations. Decisions, authorizations, approvals, and planning by other responsible agencies will also be more informed.

Data gathering and mapping commenced in the 2019/2020 fiscal for the Southern Gulf Islands under contract following an RFP process. This project included Galiano, Mayne, North Pender, Saturna and South Pender. Through 2020/21 the work was peered reviewed and was used to inform groundwater sustainability science implementation projects on Galiano Island and North Pender Island. In 2020/21 Islands Trust Recharge Mapping project was endorsed by the Regional Planning Committee, which completed mapping on Hornby, Denman, and Gabriola Islands. In 2021/22 Islands Trust Recharge Mapping project will be completed on Salt Spring, Thetis, Valdez, and Lasqueti Islands following another RFP process.

This business case focuses on completing the Islands Trust Groundwater Recharge Mapping project by applying the same methodology to islands in Howe Sound and select associated islands across the trust area. A final glossy technical report using the Islands Trust style guide will be completed and presented to the public via a webinar.

PROJECTED RESULTS/DELIVERABLES:

$50,000 is requested for FY 22/23 to support the Islands Trust Groundwater Recharge Mapping project part of the Groundwater Sustainability Science program of the Freshwater Sustainability Strategy.

Islands Trust Area Groundwater Recharge Mapping Project ($50,000)

- Develop and run groundwater recharge potential spatial model for Howe Sound islands and select associated islands across the trust area;
- Provide full and open access to groundwater recharge geospatial model including input data sets and output results for incorporation into Islands Trust mapping services, and
- Create a final report deliverable to include the entire Islands Trust Area using the Islands Trust style guide and present to the public via a webinar.

RISK ASSESSMENT:

As the FWSS draft is still to be presented to RPC and TC, there is a risk that the recommendations may not be supported. In this case, adjustments can be made to the budget funding request as required.

Not approving this funding request for 2022/23 will slow the momentum gained through the work done for the Southern Gulf Islands and the development of the Freshwater Sustainability Strategy. Not supporting FWSS recommendations could lead to a reluctance on the part of funding agencies to support strategy development for Islands Trust.

ALTERNATIVES CONSIDERED:

Option 1: Support the extension of the Groundwater Sustainability Science Program to engage the Islands Trust Groundwater Recharge Mapping project on Howe Sound islands, and select associated islands. Create a final report deliverable to include the entire Islands Trust Area using the Islands Trust style guide and present to the public via a webinar.

Option 2: Do not support the extension of the Islands Trust Groundwater Recharge Mapping project to include islands in Howe Sound and focus on groundwater availability assessments for select islands under development pressures.

CRITICAL SUCCESS FACTORS:

1. The availability of groundwater recharge mapping for islands in Howe Sound and associated islands across the Islands Trust Area.
2. Present mapping to the public, and
3. Complete the Islands Trust Recharge Mapping Project report using communications and Islands Trust style guide.

RECOMMENDED OPTION:

Option 1: Support the extension of the Groundwater Sustainability Science Program to engage the Islands Trust Groundwater Recharge Mapping project on Howe Sound islands and select associated islands. Create a final report to include the entire Islands Trust Area using the Islands Trust style guide and present to public via a webinar.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$50,000 is required to support this project.

As this is a program project, there will be no cost saving by undertaking this.

Qualitative Analysis:

This will further the work related to understanding freshwater vulnerability in the Islands Trust Area. This work will contribute to and be supported by other programs under the Freshwater Sustainability Strategy including the Cultural Knowledge and Engagement Program, the Freshwater Sustainability Reporting Program and the Watershed Sustainability Science Program.

PURCHASING PROCEDURE:

As per the Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

The Senior Freshwater Specialist will oversee the management of this project.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The FWSS will contribute to a shift in traditional ways of addressing issues related to the sustainability of freshwater in the Islands Trust Area. It addresses the challenge of increasing freshwater vulnerability in a way that will require significant interdepartmental coordination and an increase in, or reallocation of, staff resources.

The expansion of the Groundwater Sustainability Science Program to include areas beyond the Southern Gulf Islands will provide a more complete analysis of freshwater resources in the Islands Trust Area and provide the opportunity for islands beyond the Southern Gulf Islands to use focused science to develop policies and regulations to address freshwater vulnerability.

William Shulba, Senior Freshwater Specialist David Marlor, Director, Local Planning Services	October 27, 2021
Initiator Name and Title	Date

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: Regional Planning Committee

Business Area: Local Planning Services

Name of Request:

Undertake development of heritage overlay mapping and development of model bylaws

$74,000 (Phase 2)

- **$60,000 from Trust Council**
- **$10,000 from Islands Trust Conservancy Grant – species at risk**
- **$4,000 – legal review**

RPC-2021-027
that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.8 - to finish the heritage conservation overlay mapping project.

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe: _**Strategic Plan Program

Date of Funding Request: September 29, 2021

Funding Required for (date range): April 1 2022

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

The Executive Committee passed the following resolutions on September 30, 2020:

That the Executive Committee request staff to draft an amendment to the Strategic Plan regarding development of heritage overlay mapping and development of model bylaws.

The Islands Trust Conservancy identified that a species at risk component of the Heritage Conservation Mapping project would qualify for funding to support engagement with First Nations. That grant was approved and the $10,000 allocated for Heritage Conservation Mapping is included in this funding request for FY 2022/23.

Islands Trust staff will also look for other grant partnering opportunities in FY 2022/23.

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

The funding request for FY22/23 is to cover costs associated with Phase 2 that continues the identification of appropriate heritage areas requiring protection and conservation, engagement with First Nations and the development of model policy and regulations. Work would involve continued engagement with Inlailawatash, a consultant, contracted by the Islands Trust to provide archaeological and methodology expertise. Islands Trust would also continue to work with the Ministry of Indigenous Relations and Reconciliation and Ministry of Forests, Lands, Natural Resources and Rural Development to identify areas and methodology (local trust areas and Bowen Island Municipality), and working with First Nations in the Islands Trust Area to confirm and identify areas not covered in the Archaeology Branch database. The consultant and staff may work with First Nations on appropriate means to use the Heritage Conservation Area tools in the Local Government Act to protect cultural heritage sites.

Phase 2 would include implementation of the Heritage Conservation Mapping in the Islands Trust Area, and Bowen Island Municipality.

Work would be led by the Senior Intergovernmental Policy Advisor and Director of Local Planning Services and a planner or planners as assigned.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified.)*

Staff have identified that education on cultural heritage mapping will require engagement with the public and education material for the public.

Timing for undertaking the mapping portion may pre-empt the ability to develop model bylaws within the same fiscal year. In this case, the creation of bylaws would roll over to the following fiscal year with appropriate budget request.

Risk that local trust committees and Bowen Island Municipality may not adopt bylaws based on the model bylaws. Model bylaws would be adopted as part of the standard model OCP and LUB, and will be used when reviews of OCPs and LUBs are undertaken.

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: Continue Phase 2 of the Heritage Overlay Initiative with Inlailawatash providing the archaeological and methodological expertise to develop the critical success factors for implementation.

Option 2: Undertake Phase 2 work in-house using the Senior Intergovernmental Policy Advisor (SIPA) and dedicated planning staff. This would require allocation of SIPA and planner time to this project, and a budget of $4,000 for legal review, and $20,000 for supportive First Nations engagement or expertise. The Islands Trust

does not have the archaeological expertise to undertake the methodology in-house and would need to defer other work program projects to allow staff to undertake this work.

Option 3: Islands Trust seek grant funding to cover all costs. At this time the Islands Trust Executive Committee has proposed funding requests to Ministry of Indigenous Relations and Reconciliation.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? What risks are involved*?)

Recommended policy and regulations in model bylaws by FY23/24.

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

Option 1 is recommended since it provides the external expertise; while continuing to build the relationships that the Islands Trust has developed with First Nations engagement in this area, and can provide greater certainty that planners and applicants need to approve applications while ensuring the preservation and protection of heritage.

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

Quantitative Analysis:

- $60,000 for a contract with a consultant with experience in First Nations engagement and protection of cultural heritage sites, and to develop model policy and regulations.
- $10,000 grant funding for support on species at risk as it relates to heritage areas
- $4,000 for legal review, as required, on draft model policy and regulations

As this is a program project, there will be no cost saving by undertaking this. Work on developing model bylaws can be more efficient than each local trust committee and Bowen Island Municipality undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis:
This will further the Strategic Plan of Trust Council (Goal: Strengthen Relations with First Nations) by providing model bylaws for local trust committees to consider in regards to protection of First Nation cultural heritage sites. It will also further Trust Council's goal on reconciliation.

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

As per Islands Trust 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?)*

As determined by the Executive Committee (likely this would be assigned to the Regional Planning Committee.

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

Reports to Trust Council via Executive Committee (or if so assigned, the Regional Planning Committee).

David Marlor, Director, Local Planning Services

Initiator Name and Title Date

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater on behalf of TPC

Business Area: Trust Area Services

Name of Request:

Climate Indicators Project
(Strategic Plan Item No. 3.3)

$25,000

Budget Source (select all that apply):

- [x] **Specific Project Funding**
  - [x] Third Party Contractors
  - [ ] Staff Travel Expense
  - [ ] Staff Overtime Expense
  - [ ] New Staff Member
  - [ ] Computer Hardware/Software
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software**
- [ ] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [ ] **Temporary**
    Temp Duration: _____
- [ ] **Other – please describe:** _____

Date initiated: October 18, 2021

Date required: Fiscal 2022/23

BACKGROUND:

Strategic Plan Item No. 3.3 is to develop a set of climate change, demographic and environmental data; and performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts. A budget of $25,000 was earmarked for this work in the Gross Budget and Implementation section of the Strategic Plan. In Phase 1 of the project (FY 2020/21), Trust Programs Committee contracted Pinna Sustainability to provide a scoping report outlining a shortlist of potential climate change indicators suitable for the Islands Trust Area. At the outset of Phase 2, staff received an invitation to collaborate with My Sea to Sky Society, BCIT, and a group of partner agencies including Climate Caucus, the University of Victoria, and the Climate Action Secretariat, to develop a Climate Action Report Card Tool for Trust Area communities as a pilot project for a broader national project. However, these organizations have yet to secure the multimillion dollar funding required for this work. Trust Programs Committee wishes to continue to explore new avenues for partnerships to fulfil this work in FY 2022/23.

PROBLEM STATEMENT/OBJECTIVES:

In order to effectively mitigate and adapt to climate change in the Trust Area, it is important for decision-makers to have accurate, up-to-date, and localized data sets to monitor the impacts of climate change, as well as performance criteria to monitor the effectiveness of Islands Trust climate change mitigation and adaptation related policies.

PROJECTED RESULTS/DELIVERABLES:

Phase 2 of this project (carried over from FY 2021/22) will involve engaging with cultural knowledge holders and Indigenous advisors, as well as other levels of government and academic/civil society organizations, in the development of climate change related indicators, data sets and ongoing monitoring and reporting. This may involve hiring a third-party contractor or student to coordinate data collection and liaise with partners.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY23/24.

CRITICAL SUCCESS FACTORS (List):

The project will require advice and support from Islands Trust Geographic Information Systems staff and Administrative Services staff, and for climate-related data, willing partners with the capacity to develop the desired climate related data sets.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The project will involve collaborating with other agencies, including the Province of BC, to determine what data sharing is available.

BENEFIT/COST ANALYSIS SUMMARY:

Quantitative Analysis:
$25,000 to contribute to a larger funding partnership.

Qualitative Analysis:
High quality data sets and performance indicators can support more informed, area-based decision-making and adaptive management practices, which in turn support stronger ecosystem and community resilience to climate change in the Trust Area.

RECOMMENDED DECISION:

That $25,000 be budgeted for the Climate Indicators Project. (Financial Planning Committee)

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services	October 18, 2021
Initiator:	Date

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater on behalf of TPC

Business Area: Trust Area Services

Name of Request:

Stewardship Education Program
(Strategic Plan Item No. 4.3)

$17,500

Budget Source (select all that apply):

- [x] **Specific Project Funding**
  - [x] Third Party Contractors
  - [ ] Staff Travel Expense
  - [ ] Staff Overtime Expense
  - [ ] New Staff Member
  - [ ] Computer Hardware/Software
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software**
- [ ] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [ ] **Temporary**
    Temp Duration: _____
- [ ] **Other – please describe:** _____

Date initiated: October 18, 2021

Date required: Fiscal 2022/23

BACKGROUND:

Strategic Plan Item 4.3 is to develop and implement a stewardship education program directed towards the public, industry, and stakeholders in the Trust Area. In FY 2020/21, with a budget of $15,000, Trust Programs Committee successfully delivered Phase 1 of the program - a series of three climate action stewardship education webinars on the topics of rainwater harvesting, ecosystem-based adaptation, and eelgrass/blue carbon. In FY 2021/22, with a budget of $24,000, Phase 2 is developing a "Living in the Trust Area" mailing program to help all new land purchasers and professional practitioners (realtors, dock installers, surveyors, etc.) better understand the Islands Trust mandate, local bylaws, and key stewardship principles and practices. Phase 2 is being implemented from Fall 2021 to the end of March 2022. Phase 3 of the program (FY 2022/23) is expected to build on the earlier two phases and develop the next series of webinars ($7,500), and continue a regular mailing of information to new land purchasers ($10,000).

PROBLEM STATEMENT/OBJECTIVES:

Trust Area communities play a critical role in supporting the Islands Trust Object. There is a need to broaden public and industry awareness about the uniqueness of the Islands Trust mandate and local bylaws, and to empower the public with education and tools to help preserve and protect local ecosystems and cultural heritage in the Islands Trust Area.

PROJECTED RESULTS/DELIVERABLES:

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2022/23.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY23/24.

CRITICAL SUCCESS FACTORS (List):

Sufficient staff time to administer and deliver the program.

Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management, communication and collaboration will be addressed via the strategies outlined in the project charter and as directed by Trust Programs Committee during consideration of next steps.

The program would be supported by a communications plan. Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

BENEFIT/COST ANALYSIS SUMMARY:

Quantitative Analysis:

- $17,500 for the Stewardship Education Program for FY 2022/23

Qualitative Analysis:
A stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate action, and methods of being a good steward. Increased understanding of the Islands Trust and rationale for the preserve and protect mandate could result in reduced bylaw infractions.

RECOMMENDED DECISION:

That $17,500 be budgeted for the Stewardship Education Program.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services	October 18, 2021
Initiator:	Date
Director/CAO	Date

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater on behalf of TPC

Business Area: Trust Area Services

Name of Request:

Secretariat Services Program
(Strategic Plan Item No. 5.2)

$15,000

Budget Source (select all that apply):

- [x] **Specific Project Funding**
  - [x] Third Party Contractors
  - [ ] Staff Travel Expense
  - [ ] Staff Overtime Expense
  - [ ] New Staff Member
  - [ ] Computer Hardware/Software
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software**
- [ ] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [ ] **Temporary**
    Temp Duration: _____
- [ ] **Other – please describe:** _____

Date initiated: October 18, 2021

Date required: Fiscal Year 2022/23

BACKGROUND:
Strategic Plan Item 5.2 is to provide secretariat support to forums within the Trust Area. The *Islands Trust Act* states that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the Trust Area and its unique amenities and environment. In September 2020, adopted a Secretariat Services Policy. Trust Programs Committee has provided secretariat service support to coordination groups in the Trust Area such as the Baynes Sound / Lambert Channel Regional Forum, Howe Sound Community Forum, and Southern Gulf Island Regional Forum. This support includes both Islands Trust in-kind staff time, and the hiring of administrative consultants and workshop facilitators. In FY 2021/22, Trust allocated $12,000 budgeted by Trust Council and 70 staff hours to support five coordination groups. A higher budget would allow for a greater number of coordination groups to be supported in FY 2022/23 or more funding provided to currently supported groups.

1 PROBLEM STATEMENT/OBJECTIVES:

There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations and community members on a regular basis to discuss matters of mutual interest/concern.

Over the years, coordinating bodies and trustees raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators.

PROJECTED RESULTS/DELIVERABLES:

Continued and new support to coordination groups in the Trust Area that further the Islands Trust Object.

ALTERNATIVES CONSIDERED:

Option 1: Budget an increased funding amount.

Option 2: Budget a reduced funding amount.

Option 3: Do not budget funds in 2022/23 and consider funding in future years.

CRITICAL SUCCESS FACTORS (List):

Some limited staff time must be available to manage contractors and work with partners. There must also be available contractors willing to take on the coordination/secretariat work.

Trust Programs Committee must decide on the amount of funding to be allocated to the various groups.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Support for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff may promote the Islands Trust's contributions, as appropriate.

BENEFIT/COST ANALYSIS SUMMARY:

Quantitative Analysis:
$15,000 to fund requests from groups for FY 2022/23

Qualitative Analysis:
Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area and to learn from these groups, which advocate on similar issues of interest to Islands Trust residents and trustees. Supporting these local groups strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build long-term collaborative relationships. Some of these groups also offer an opportunity for more targeted and effective collaboration with First Nations and regional districts in the Trust Area.

RECOMMENDED DECISION:
That $15,000 be budgeted for the Secretariat Services Program.
PURCHASING PROCEDURE:
All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services	October 18, 2021
Initiator:	Date
Director/CAO	Date

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by: CAO

Business Area:
Legislative Services, Administration, Planning

Name of Request:
Strengthening Human Resourcing for Trust Administration

Per FPC Resolution:

That Trust Council approve the addition of $100,000 to the 2022/23 budget to support administrative, corporate, financial, planning and legislative services.

Budget Source (select all that apply):

- [x] **Specific Project Funding**
  - [x] Third Party Contractors
  - [ ] Staff Travel Expense
  - [ ] Staff Overtime Expense
  - [x] Temporary Staff Member
  - [ ] Computer Hardware/Software
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software**
- [x] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [x] **Temporary**
    Temp Duration: _____
- [ ] **Other – please describe:** _____

Date initiated: February 10/22

Date required: As soon as possible

BACKGROUND:

The Islands Trust is increasingly in need of additional administrative resources in order to maintain current workloads, to reduce stress on staff, and to update organisational policies and procedures.

Recently, the Northern office provided, during the meeting procedures bylaw amendment processes for Thetis, Gabriola, Denman, Hornby, Lasqueti, Gambier, and Ballenas-Winchelsea a recommendation that Trust Council consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.

As a result of this, a number of resolutions were passed by LTCs to request the addition of 1.0 FTE to the proposed 2022/23 budget to facilitate delivery of ongoing hybrid public meetings.

The Director of Local Planning Services and the Chief Administrative Officer do not recommend amending the budget at this time to accommodate these requests for an additional full-time equivalent position that **would be solely dedicated** to delivery of these hybrid meetings.

Without Trust Council's inclusion of funding towards a long-term solution addressing the resourcing of hybrid meetings that are fully interactive, public meeting will return to fully live meetings with no electronic interactivity for trustees or the public. These meetings will continue to be livestreamed, recorded, and posted to the website for future review.

The request from some Local Trust Committees (LTCs) for additional administrative resources has reinforced a discussion within the organisation that has highlighted the fact that Islands Trust is not adequately resourced in the recommended 2022/23 budget to support successful delivery of key areas:

- The ongoing delivery of fully interactive public electronic or hybrid meetings for Local Trust Committees, Community Information meetings and other public interactions;
- Addressing training gaps for staff, particularly administrative staff who are the heaviest users of technology and systems that change and update rapidly;
- Creating capacity for staff to update and document new and revised policy, process, and procedure guides;
- Senior management staff are taking on administrative functions, leading to diminished capacity for their own work tasks, implementing strategic initiatives, providing leadership to their teams, and adequately addressing ad hoc assignments in a timely fashion;
- Changes to employment conditions and the challenges of the COVID-19 workforce;
- Increased corporate services needs through a high level of Freedom of Information Requests and Administrative Fairness Complaints;
- A large work plan and strategic plan and commensurate high workloads;
- Planning staff undertaking administrative functions;
- The upcoming election period;
- Retirement of key personnel.

PROBLEM STATEMENT/OBJECTIVES:

In recent months, it has become apparent that there is a need for additional administrative resources at Islands Trust. For some time, there have been indications that there are significant stresses, training gaps and workload issues impacting the effective delivery of administrative services across the organisation. The reasons for this appear varied, some related to long-standing issues exacerbated by the pandemic and remote work while others are related to staff turnover, leaves of absences, and increased work requirements in an ever-changing environment.

Throughout the pandemic, administrative staff have overworked to deliver increased zoom meetings and increased role-specific and corporate-wide administration demands. There have been many rapid technology changes and the introduction of new systems (Zoom, website update, changes to the e-mail subscription system, etc.) with a lack of upkeep/updating of associated training materials for new and existing staff alike. In addition, work volumes have continued to increase due to ambitious Council and committee work programs, staff turnover remains high requiring additional work from existing staff to cover vacancies as well as time and effort to train new hires, and high levels of public engagement and involvement. Staff across the organisation are communicating high stress levels and a need for updated processes, better documentation and ongoing maintenance of procedures and policies. We are also experiencing an increase in administrative staff on leave, a possible symptom of high workloads and a need for improved processes seen in the workplace.

At this time, it is premature to recommend a permanent business solution as more analysis needs to be done to identify the systemic root causes of these outcomes and how best to alleviate them. However, it is clear more resources will be needed in the 2022/23 fiscal year to bolster and support administrative and corporate staff who are the unseen foundation of the Islands Trust.

While staffing levels have been the target of some scrutiny in recent months, it is important to note that there have been no additional administrative, corporate, financial, or personnel resources provided to the administrative or corporate services functions of the Trust for over 10 years, despite other areas of the organization growing. This leaves a gap in the ability of these staff to properly and adequately support others in the organisation as they deliver on key initiatives and public services.

Staff are recommending that a minimum additional $100,000 be added to the budget to be used to support administration, corporate and financial services staff through a combination of short-term hires or contractors, updating of training materials, offering support for procedure development and updating, finding and considering opportunities for efficiencies, and to assess and quantify workloads.

This request was approved at FPC on February 16, added to the budget and forward to Trust Council. Direction was provided to minimize the impact to the Bowen Island Municipal levy in the implementation of this project, accordingly the resources will be funded 50% from surplus, and 50% from taxation.

PROJECTED RESULTS/DELIVERABLES:

1. Development and implementation of training and procedure guides for key software and systems used at the Trust. This will increase skill sets among staff, thus increasing efficiency in work performed, a reduction in staff stress levels, and higher quality deliverables.
2. Review, update, and modernize management policies and procedures to acknowledge the new ways of work that have been driven by the pandemic.
3. Documentation of new processes and procedure guides to reflect current operations. These documentation guides are key in helping staff perform consistently in their roles, as well as helping new staff during their orientation period. Increased support for new staff in the form of documentation drives efficiencies and reduces the pressure on existing staff to respond to inquiries. It ensures retention of corporate knowledge during staff turnover.
4. Coordination of the development of functional 'tool kits' for individual positions.
5. Review of policies and procedures across the regional offices to ensure consistency in approach and delivery of key services, primarily related to the delivery of local planning service functions.
6. Improved and streamlined automation of financial reporting and financial analysis capacity, which will create space for senior finance staff to lead and oversee improvements to corporate-wide management policies and procedures.
7. Planning Services: assistance for Leg clerks, FOI requests, inter office administration, assistance with development application upgrade, assistance with Regional District agreement policies.

ALTERNATIVES CONSIDERED:

1) To provide a permanent 1.0 FTE to bolster administrative services to the Islands Trust.
2) To not provide additional administrative resources for 2022/23.

CRITICAL SUCCESS FACTORS (List):

Strong administrative foundations are key to successful and quality delivery of services at the Islands Trust, a concept supported by the findings of the Governance Review recently received. To succeed in this area, the following is required:

- Immediate creation of capacity within the organisation (administrative services, corporate services, planning services) to undertake necessary improvements and updates to policy and process, by way of either: significant workload reduction for existing staff who can then focus on this work, or the addition of new resources to take on this work.
- Coordination of various administrative needs and outcomes across organization is required to ensure consistency to drive efficiency and shared understanding.

- Financial resources are required to draw on as and when required to ensure existing staff avoid further burnout from workloads that are already overly taxing.
- Determining the type and number of potential contracts required to assist with administrative overloads and improvements.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

These resources will be focused upon internal resilience and modernization of current administrative policies and processes and as such will be an exercise in staff communications primarily. Administrative staff have consistently asked for more assistance and resources to deal with rising work levels over the last 3 years so any additional resources will be welcomed.

Success in additional administrative resources will lead to some changes to established procedures and/or regional practises and may be met with some resistance.

BENEFIT/COST ANALYSIS SUMMARY:

The investment of $100,000 to bolster and improve administrative functions at Islands Trust will result in future financial savings as well as non-financial benefits. The most significant and easily identifiable benefits include:

- Reducing the risk of staff burnout (risk is currently high or burnout already reached), which reduces the risk of additional stress leaves, which reduces the excess burden placed on remaining staff to backfill, which begins the cycle again.
- Reducing the risk of staff turnover due to job dissatisfaction and overload, which saves time and money from recruitment and hiring, training of new staff, and increases chances of work programs being achieved and services being successfully delivered.
- Creates the ability for the organisation to take action on some of the observations and opportunities for improvement identified in the governance review.
- The planned initiatives will create a more stable internal working environment at the Trust, will find and implement efficiencies which will improve overall service delivery at Islands Trust for the benefit of all islanders, trustees, and staff. This will create benefit for years to come.

RECOMMENDED DECISION:

That Trust Council approve the addition of $100,000 to the 2022/23 budget to support administrative, corporate, financial, planning and legislative services.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Islands Trust Procurement and Employment policies.

Russ Hotsenpiller, CAO

Initiator:

Date February/2022

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 16, 2022
From:	**CAO**	**Date Prepared:**	February 11, 2022
SUBJECT:	**Requirement for Additional Administrative Resources**		

PURPOSE: To request Financial Planning committee recommend additional resources be allocated in the 2022/2023 budget.

BACKGROUND:

Note: It is recommended that Committee members read the attached report referred from Executive Committee titled "*Local Trust Committee requests for administrative support for electronic meetings*", prior to consideration of this briefing.

The request from some Local Trust Committees (LTCs) for a full time equivalent position or some additional resources to assist in electronic meeting delivery (see attached report) illustrates a concern that the Islands Trust is not adequately resourced in the proposed 2022/23 budget in some key areas:

- The ongoing delivery of fully interactive public electronic meetings for Local Trust Committees, Community Information meetings and other public interactions;
- Under resourcing of administrative services across the Trust, and a lack of support for existing administrative staff in the form of training, documented policy, process, and procedure guides;
- Changes to employment conditions and the challenges of the COVID-19 workforce;
- Increased corporate services needs through a high level of Freedom of Information Requests and Administrative Fairness Complaints;
- A large work plan and strategic plan and commensurate high workloads;
- Planning staff undertaking administrative functions;
- Senior level staff taking on administrative functions, leading to diminished capacity for their own work tasks, strategic initiatives or assignments;
- The upcoming election period;
- Retirement of key personnel.

DISCUSSION:

In recent months, it has become apparent that there is a need for additional administrative resources at Islands Trust. For some time there have been indications that there are significant stresses, training gaps and workload issues impacting the effective delivery of administrative services across the organisation. The reasons for this appear varied, some related to long-standing issues exacerbated by the pandemic and remote work while others are related to staff turnover, leaves of absences, and increased work requirements in an ever-changing environment.

Throughout the pandemic, administrative staff have overworked to deliver increased zoom meetings and increased role-specific and corporate-wide administration demands, while working from home without day-to-day personal contact with other staff. There have been many rapid technology changes and the introduction of new systems (Zoom, website update, changes to the e-mail subscription system, etc.) with a lack of upkeep/updating of associated training materials for new and existing staff alike. In addition, work volumes have continued to increase due to ambitious Council and committee work programs, staff turnover requiring additional work from existing staff to cover vacancies as well as time and effort to train new hires, and high levels of public engagement and involvement. Staff across the organisation are communicating high stress levels and a need for updated processes, better documentation and ongoing maintenance of procedures and policies. We are also experiencing an increase in administrative staff on leave, a possible symptom of high workloads seen in the workplace.

At this time, it is premature to recommend a permanent business solution as more analysis needs to be done to identify the systemic root causes of these outcomes and how best to alleviate them. However, it is clear more resources will be needed in the 2022/23 fiscal year to bolster and support administrative and corporate staff who are the unseen foundation of the Islands Trust.

While staffing levels have been the target of some scrutiny in recent months, it is important to note that there have been no additional administrative, financial, or personnel resources provided to the administrative or corporate services functions of the Trust for over 10 years, despite other areas of the organization growing. This leaves a gap in the ability of these staff to properly and adequately support others in the organisation as they deliver on key initiatives and public services.

As Trust Council considers adopting recommendations from the Governance Report there will undoubtedly be a requirement for administrative or organizational support for implementation, which would then fall on current staff who are already over-subscribed. No progress can be made on these recommendations without additional resources.

Staff are recommending that a minimum additional $100,000 be added to the budget to be used to support administration, corporate and financial services staff through a combination of short term hires or contractors, updating of training materials, offering support for procedure development and updating, finding and considering opportunities for efficiencies, and to assess and quantify workloads.

ATTACHMENT(S):

1. E-Meeting Support Staff – Briefing & related attachment (Elec Mtgs Report)

FOLLOW-UP: As directed.

Prepared By: **R Hotsenpiller, CAO**
Reviewed By/Date: **February 11, 2022**

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 16, 2022
From:	CAO	**Date Prepared:**	February 10, 2022
SUBJECT:	**Local Trust Committee Requests for Administrative Support for Electronic Meetings**		

PURPOSE: To review recent resolutions from several local trust committees regarding the provision of additional resources to deliver electronic meetings at Local Trust Committees.

BACKGROUND:

Note: This report was received by Executive Committee on February 2. EC subsequently directed that it be forwarded to Financial Planning Committee for its consideration.

Following the adoption by the Province of amendments to the Islands Trust Electronic Meeting Regulation, local trust committees have been updating their meeting procedure bylaws to allow for electronic meetings.

In September 2021, nearing the conclusion of the Provincial State of Emergency, (which allowed for fully electronic meetings), the Islands Trust discussed how and at what service level it wished to undertake electronic meetings in the future. By way of review, there are two components to electronic meetings:

1. allowing electronic attendance and participation at meetings by the elected officials; and
2. allowing attendance and participation at meetings by members of the public.

The amendments to the Electronic Meeting Regulation are intended to allow attendance and participation at meetings by the elected officials. Electronic attendance and participation at meetings by the public is a matter of Trust Council policy, and ability (technically and staff resources) to administer.

Trustees were advised of the following options to address the need for electronic meetings, post pandemic.

1. Go back to in-person only meetings.
2. In-person meetings in which the meeting is broadcast, and electronic means used only for staff to attend, or once electronic meeting bylaws are updated, one or more of the trustees could attend electronically. The public could either watch the broadcast, or if they wished to speak to the local trust committee, attend the meeting. Regardless of whether this meeting is electronic (one or more trustees attending electronically), a physical location would need to be specified for the public to attend to hear, or see and hear, the meeting procedures, and a staff person would need to be at that location.
3. Fully electronic meetings in which one or more of the trustees are connected electronically, and the public are allowed to participate electronically as well. For this option, staff identified that it would require additional administration resources because it requires continued monitoring to manage the public participation. If Trust Council wished to undertake this option, staff recommended that one additional full-time equivalent (FTE) administrative staff be included in the budget to support this approach.

Following consideration of these options, Trust Council, in September, directed that a pilot of **Option 2** above be implemented. This is current model, with the Vice Chairs taking responsibility for the operation of the equipment to broadcast the meeting and to allow staff, if necessary, to connect electronically to the meeting. This pilot was intended to occur over a six month period, with an assessment and report back to the Executive Committee at the end of that period (summer 2022).

Despite the above, in the northern region especially, there has been concern expressed from community on not providing full electronic participation for the public. There has also been the anecdotal experience of the public, trustees and Vice Chairs on the current model, which has had mixed reviews.

Recently, the Northern Office provided, during the meeting procedures bylaw amendment processes for Thetis, Gabriola, Denman, Hornby, Lasqueti, Gambier, and Ballenas-Winchelsea a recommendation that Trust Council consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.

As a result of this, the following resolutions were passed:

- **EX-2022-006 t**hat the **Executive Committee acting as a Local Trust Committee** request that Financial Planning Committee consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.

- **DE-2022-006** that the **Denman** Island Local Trust Committee request that Trust Council consider adding a full time staff position to the 2022/23 fiscal year budget for electronic meeting support.

- **HO-LTC-2022-005** that the **Hornby** Island Local Trust Committee request that the Financial Planning Committee consider allocating funding and resources from the 2022/2023 fiscal year budget to support Hornby Island local Trust Committee electronic meetings.

- **LA-2022-006** that the **Lasqueti** Island Local Trust Committee request that Trust Council consider adding a full time staff position to the 2022/23 Fiscal year budget for electronic meeting support.

- **TH-2022-005** that the **Thetis** Island Local Trust Committee request that the Financial Planning Committee consider allocating resources from the 2022/23 Fiscal year budget to support electronic meetings.

- On January 27, 2022, the **Gabriola Island** Trust Committee passed the following resolution: *That the Gabriola Island Local Trust Committee request that the Financial Planning Committee consider adding funding resources to the 2022/23 Fiscal year budget for electronic meeting support.*

The staff recommendation that has resulted in these resolutions, however, has not been made to all of the local trust committees of the Islands Trust, and at this point do not represent a full analysis or comprehensive view of how electronic meetings are functioning. The resolutions by the local trust committees are informative and helpful in ultimately determining the appropriate level of service.

CAO Comment:

We have two distinct issues to address with regard electronic meetings:

Phase 1: the current two month period associated with high COVID transition rates and a desire to reduce live public meetings to support community and staff health, and

Phase 2: the long-term delivery of electronic meetings to all LTCs.

With regard to **Phase 1**, it has been determined that staff will provide administrative support to LTCs that wish to have electronic meetings, including town halls, through March 2022.

With regard to **Phase 2**, staff has direction to undertake a pilot using Vice Chairs to facilitate meetings, as discussed above, and has been doing so for a number of months. This pilot will result in a report be provided to the Executive Committee with an analysis and recommendations. The report is expected in summer of 2022. We need to better understand LTC interests in how meetings will be conducted on each island post-pandemic and of course, will need to resource those needs.

The Director of Local Planning Services and the Chief Administrative Officer do not recommend amending the budget at this time to accommodate requests for an additional full-time equivalent position that would be solely dedicated to delivery of electronic meetings.

However, Trust Council has not included in the current budget, any funding towards a long-term solution to either staffing or resourcing electronic meetings that are fully interactive, and as such, once we return to live meetings, there will be a return to broadcasting and posting of meetings to the website.

In the meantime, if Trust Council wishes to direct additional financial resources, as opposed to a full-time equivalent position, to support the administration of electronic public participation for 2022, they could make an adjustment to the draft 2022/23 budget.

ATTACHMENT(S):

1. Sample staff report to Lasqueti Island Local Trust Committee regarding electronic meetings

FOLLOW-UP:

As directed by Committee.

Prepared By: **David Marlor, Director, Local Planning Services**

Reviewed By/Date: **Russ Hotsenpiller, Chief Administrative Officer**

Budget Funding Request
Short-Form Business Case

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor/Mark van Bakel

Business Area: Local Planning Services

Name of Request:
Local Government Development Applications Program

$367,000 (from awarded grant)

(budget breakdown from grant application included in Appendix A)

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _Strategic Plan Program

Date of Funding Request: Jan 13, 2022

Funding Required for (date range): April 1 2022 to March 31, 2023

ISSUE/OPPORTUNITY:

The Islands Trust has been awarded a Government of British Columbia "Local Government Development Approvals Program" (LGDAP) grant intended to improve service delivery. The grant will assist in transitioning from the legacy Trust Area Property Information System (TAPIS) application management software to industry standard information management software in order to improve application processing. TAPIS is currently the sole repository and management system for Islands Trust land use information, development applications, bylaw enforcement files, and Islands Trust Conservancy files. For nearly 20 years this application has been central to Islands Trust information management, yet the software represents a series of technological challenges and limitations, including:

- No online transaction capacity

- No online application status tracking
- Limited integration of mapping
- No online access from the field
- Limited reporting capacity
- Ongoing software maintenance risks associated with in-house development skills

New information management software will improve all aspects of application processing. Including:

- Consistent template letters, receipts, forms and reports
- Transparent sequencing of applications.
- Property files will be more readily searchable and available to staff and public.
- Processing of information and timelines in response to freedom of information requests will be improved.
- Third party development and maintenance means ongoing and reliable support, upgrades and long term feature and performance improvements.

The grant includes funding to undertake a review of specific aspects of development application processing, and this work will be informed by the up-coming governance review report.

PROJECTED RESULTS/DELIVERABLES:

There are three elements to the overall project:

1. A review by a qualified external consultant on the actual processes undertaken. This will focus on the steps, reporting, and the detail in the reporting to the elected officials for each type of major application. Part of this will be to look at means to "fast-track" or "prioritise" those applications that improve equity and access to affordable housing.

2. Provision of new technology for use by staff and the public by replacing the in-house property information system with a new system. The intent is to use a system that follows accepted protocols in BC local governments. The new system will provide more reporting options (currently limited) on applications and harmonisation of tracking of staff time on applications for reporting purposes (currently done via two different systems that cannot share data). The new system would include an application portal for the public to make and track applications. This project will provide more clarity and transparency, and also, through better tracking, provide data for analysis of application processing, enabling the continual adjustment of processes and resource allocation over time.

3. Training: delivery of in person and knowledge base material will be paramount to the success of this transition between information systems.

These together will provide a much smoother, more efficient and more transparent process than we are able to provide with the current technology and systems.

RISK ASSESSMENT:

1. The grant funding does not include bylaw enforcement or Islands Trust Conservancy files. A separate request to Trust Council was made to include this as an add-on. That the ITC and bylaw enforcement file management components cannot be integrated for the proposed grant funding. There is a risk that

these two areas will remain under the old software until funding is found to upgrade them, and could create some additional work for Information services and planning staff using the system.

2. Grant request was based on best information available at time of grant application (2021); actual costs will only become known at time of evaluating request for proposals.

ALTERNATIVES CONSIDERED:

Option 1: Supplement grant funding to incorporate bylaw enforcement and Islands Trust Conservancy in Local Government Development Approvals Program (separate request to Trust Council for funding in 2022/23).

Option 2: Proceed with grant funding only and include application processing in the review, and request Trust Council to consider funding in 2023/24 to add bylaw enforcement and Islands Trust Conservancy. Cost may be a bit higher if added on later as opposed to undertaking work concurrently. At present no grant funding is available for this aspect of the project.

CRITICAL SUCCESS FACTORS:

- External review of application processing procedures
- Implementation of industry standard, application processing software
- In-person training and development of training materials for all relevant staff

RECOMMENDED OPTION:

Option 1 is recommended.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- The grant will cover 100 per cent of the project up to $367,000. Staff resources will be provided in-kind – mostly Information Services to manage the software implementation project, and Director Local Planning Services time to manage the review of development applications contract.

Qualitative Analysis:

This will further the implementation of the LPS Renewal initiative by improving application processing procedures, workflows, tracking and reporting.

PURCHASING PROCEDURE:

As per Islands Trust process for procurement

PROPOSED IMPLEMENTATION STRATEGY:

- Procurement process for external review of application processing
- Procurement process for industry-standard software and training

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services	January 13, 2022
Initiator Name and Title	Date

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Council approval of its work program for FY22/23.

TO BE COMPLETED BY INITIATOR

Initiated by:
Carmen Thiel

Business Area:
Executive Office

Name of Request:
Electronic Document Management

To develop a program for Islands Trust's electronic document management, which meets Canadian General Standards Board (CGSB) *Records As Documentary Evidence.*

Item	Cost
Phase 1 - Consulting hours: $160 per hour X 35 hours	$5,600
Consultant expenses (if applicable, i.e. outside of Victoria, BC); if the consultant was Victoria based, this amount would be used for consulting hours.	$900
Total Budget	**$6,500**

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _Strategic Plan Program

Date of Funding Request: October 14, 2021

Funding Required for (date range): April 1 2022

ISSUE/OPPORTUNITY:

Since approximately 2007, Islands Trust has invested in staff and consultant time to develop its records management system, which is based on Records Management for Local Government Organizations. In 2011, Trust Council adopted Bylaw 144 to authorize the records management system currently in place that applies to both paper and electronic records.

As an adjunct/next step to the Trust's Records and Information Management (RIM) program, staff are recommending that a program be developed to ensure that current digital records are managed as required and so that subsets of digital records can be designated as authoritative records which meet the standards of authenticity, reliability, integrity, usability and metadata. Electronic records require different measures and controls from those in paper or hard copy format. Currently we work in a mixed environment of paper and electronic formats but want to move towards a "paperless" electronic format wherever possible.

Electronic Records as Evidence

Electronic records management systems are governed by a mix of statue law and court decisions. A cornerstone of the law of evidence in Canada is that only relevant and truthful evidence is admitted into court.

In the past, the "official" record was most always determined to be a printed or hard copy document, even if it was first generated as a digital record. Now we have the possibility of using electronic records as evidence, and need to decide which format to treat as the official record. By creating the policies and procedures needed to meet CGSB's requirements, Islands Trust can have assurance that its electronic records are legally admissible and that "digital only" documents identified in the program will stand as the authoritative record, with the added benefit of being paperless.

PROJECTED RESULTS/DELIVERABLES:

Elements to the overall project:

1. Have a qualified external consultant, who is a certified records manager and well versed in information governance and records management, begin the work of developing policies and procedures for Islands Trust's electronic "digital born" records as well as scanned paper records. This should include recommendations on the use of electronic signatures.

2. Ascertain whether the creation of such a program should best be done in a phased manner depending on the complexity involved in its development and implementation. This may result in the program being implemented over several years.

3. Once the above referenced program is developed, forward the policies for the program to Trust Council for adoption.

4. Have the related operational procedures adopted by the management team for implementation by records management staff.

5. A scanning program of sub-sets of paper records may be undertaken as a separate phase of this overall project, resulting in considerable savings in storage costs when we are no longer required to keep paper records.

6. The Legislative Services Manager and the staff-based Records Management Committee would assist the consultant wherever possible in the development of the program to realize cost savings on the project.

RISK ASSESSMENT:

1. Without such a program in place, staff continue to work in a mixed format of paper and electronic documents. Staff are eager to move to a paperless work environment. The risk of informally moving to electronic-only documents is that they may not stand the test of legal admissibility and may not be in compliance with national/international standards or applicable law (provincial or federal).
2. Staff do not have the expertise or experience to develop such a comprehensive program as it applies to electronic records.

ALTERNATIVES CONSIDERED:

Option 1: Hire a qualified professional consultant to develop a program for the management and use of digital-only records, for approval by Trust Council. This may require a phased multi-year approach to develop and implement such a complex program.

Option 2: Continue with the current mixed format environment (paper and electronic documents) and print off records as the authoritative version for storage at Islands Trust offices, and ultimately in the warehouse used by Islands Trust.

CRITICAL SUCCESS FACTORS:

- Development of a comprehensive program which applies to electronic records, both digital born and scanned versions of paper records in compliance with laws and recognized standards;
- Adoption of the program policies by Trust Council;
- Implementation of policies and procedures by staff.

RECOMMENDED OPTION:

Option 1 is recommended.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

The requested funding, including additional phases of the project which may be necessary, will be offset by savings in off-site storage, photocopy, and paper costs.

Qualitative Analysis:

This phase of managing digital records is considered an adjunct to the records management program for Islands Trust adopted by Trust Council in 2011.

PURCHASING PROCEDURE:
As per Trust Council's procurement policy.

PROPOSED IMPLEMENTATION STRATEGY:

- The implementation strategy would be developed after the program/policy was adopted.
- Staff training on the program would be required with the possibility that it could be provided by staff.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

All staff, and in particular assigned records management staff, would be affected by and expected to follow the adopted program and procedures and training would be provided in order to accomplish this.

Carmen Thiel, Legislative Services Manager	October 14, 2021
Initiator Name and Title	Date
Russ Hotsenpiller, CAO	October 14, 2021
Reviewed by: Name and Title	Date

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 9, 2022
From:	ITC Board	**Date Prepared:**	February 18, 2022
SUBJECT:	**ITC Budget Request**		

PURPOSE: To provide background to Trust Council for the Islands Trust Conservancy (ITC) budget request.

BACKGROUND: : Under Trust Council Policy 6.3.1, the Islands Trust Conservancy (ITC) Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

At its August 24, 2021 Special Meeting, the ITC Board provided the following resolution via Rise and Report:

> That the ITC Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in October:
> - Increases to the ITC budget to reflect the species at risk grant commitments, totaling $213,500;
> - An increase to the property management budget of $6,970 to reflect new nature reserves and covenants;
> - An increase to the travel budget of approximately $1,000 to accommodate additional travel needs for newly acquired remote properties;
> - Consideration of further increases to the property management budget to accommodate management planning needs for new nature reserves; and
> - Development of a business case for an increase to staff positions to expand the communications and fund development capacity of the ITC.

At its October 5, 2021 meeting, the ITC Board reviewed a proposed budget request, requested some reframing of the business case presented and passed the following resolution:

> **ITC-2021-035**
> **It was MOVED and SECONDED,**
> that the Board approve the draft 2022/23 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2022/23 budget.

The budget as presented to the ITC Board is below as Table 1. Details of the budget request, are as follows:

- Increases to the ITC budget to reflect the species at risk grant commitments, totaling $213,500;
- An increase to the property management budget of $6,970 to reflect new nature reserves and covenants;
- An increase to the travel budget of approximately $1,000 to accommodate additional travel needs for newly acquired remote properties;

- Addition of $9,000 to the Property Management budget to accommodate an additional management plan required for Saturnina Island[1];
- Addition of 0.6 FTE Fund Development Specialist position (see attached business case, updated November 4 to clarify the focus of the new role on Fund Development); and
- Separation of Subscriptions and Membership from Communications allocations to reflect Islands Trust budget lines.

Table 1. Proposed Islands Trust Conservancy 2022/23 budget request.

		2021/22	2022/23		
Description	**Reference**	**Approved Budget**	**Islands Trust contribution**	**SAR grant contribution**	**TOTAL BUDGET**
Salaries and Benefits	Note 1	582,364	483,192	125,510	**608,702**
Communications		20,000	11,630	3,150	**14,780**
Subscriptions			1,000	-	**1,000**
Memberships			370	-	**370**
Board Honoraria		6,600	6,600	-	**6,600**
Board Meeting Expense	Note 2	6,925	13,850	-	**13,850**
Board Training and Conferences		2,000	2,000	-	**2,000**
Property Management		124,810	97,780	40,000	**137,780**
Conservation Planning and Land Securement		30,000	16,000	13,500	**29,500**
Ecosystem Mapping		20,000	15,000	5,000	**20,000**
Legal		18,000	15,000	3,000	**18,000**
Mobile Devices		2,470	2,400	-	**2,400**
Training and Conferences		4,200	4,200	-	**4,200**
Travel for Training		2,200	2,200	-	**2,200**
Travel		15,950	12,880	5,000	**17,880**
0.6 FTE Fund Development Specialist			53,186	-	**53,186**
Summer Co-op Student		15,256	-	17,690	**17,690**
TOTAL Direct ITC Costs		**850,775**	737,288	212,850	**950,138**
Admin Allocation*	Note 3	252,560	251,910	650	**252,560**
TOTAL		**1,103,335**	**989,198**	213,500	**1,202,698**
Funded by SAR monies**	Note 4	(205,000)			
Total for Tax Requisition		**898,335**			

Note 1 - Estimate of ITC salaries and benefits for draft budget 2022/23, assumes 2% wage increase. May differ from amount provided by Administrative Services in 2022/23 budget.
Note 2 – Subject to developing a meeting procedure bylaw that allows meetings to occur online, meeting costs could be significantly reduced and the ITC Board has indicated that it is willing to pursue use of technology to reduce meeting costs.
Note 3 - Estimate of Admin Allocation based on previous year's budget.
Note 4 - Budget amount listed for prior year is as per the approved budget. SAR funding for 2021/22 was increased to $242,500 in May 2021.

[1] The ITC Property Management formula (Table 2) contemplates the addition of one nature reserve per year. In 2021, the ITC acquired management responsibilities for two properties and therefore needs an additional property management increase to accommodate the extra nature reserve.

Table 2. Property Management formula, as approved in October 2020. Amount assumes that property monitoring is done by staff without requiring external contractors and that extra lands do not result in extra travel or unusual management needs, which are budgeted separately. Amounts also incorporate management planning for one new nature reserve per year and management plan renewal on a 10 year cycle.

Average Annual Cost	Nature Reserve	Covenant
Management Plan Renewal	$600	
Recreation Management	$400	
Habitat Restoration	$675	$675
Signage	$65	$65
Species/Ecosystem Inventory and Surveys	$250	$250
First Nations engagement and cultural site management	$335	$170
TOTAL	**$2,325**	**$1,160**

ATTACHMENT: Business Case: ITC Fund Development Specialist (0.6 FTE)

FOLLOW-UP: Staff will forward Trust Council requests or decisions to the ITC Board for follow up.

Prepared By: Kate Emmings, ITC Manager

Reviewed By: Clare Frater, Director of Trust Area Services

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Islands Trust Conservancy Board

Business Area:
Islands Trust Conservancy

Name of Request:

New Staff Resources: Fund Development Specialist (0.6 FTE)

$53,186 (FY2022/23)
$51,386 (Yearly, after first year)

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software**

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

☐ **Other – please describe:** _____

Date initiated: August 24, 2021
Revisions: October 14 and November 4, 2021

Date required: April 1, 2022

BACKGROUND:
Islands Trust Conservancy (ITC) currently has a Communications and Fundraising Specialist position (1.0 FTE). The position is divided into Communications work (50%) Fundraising work (45%) and Other (5%). Unfortunately, current communications demands have eclipsed the fundraising component of the position. This issue became apparent in early 2020 when the position was split into two part time positions: one for communications and one for fundraising. The duties of each role are below.

Communications
ITC communications work currently includes:
- News release development and coordination
- Newsletter development (3-4 times/year) – the Heron Newsletter

- Social Media posting: Facebook and Twitter (Twitter currently less used)
- eNews development (8-10 times/year)
- Communication product development and coordination – brochures, fact sheets, reports
- Outreach program support and visiting islands at annual events, e.g. fall fairs
- Development of communications plans, strategies, policies and procedures
- Website content management (ITC pages)

Fundraising

Fundraising tasks currently include:

- Fundraising Strategy development and implementation
- Administration of a donor program to support the Opportunity Fund, Property Management Fund, Covenant Management and Legal Defence Fund, Land Acquisition Funds
- Management of fundraising for campaigns, including land acquisition and support for standing funds (e.g. the Opportunity Fund)
- Caring for donor relationships and showing appreciation, including in-person and on-island visits
- Outreach to estate planning professionals
- Coordination of grant applications and grant management
- Administration of the Opportunity Fund and Morrison-Waxler Fund granting programs

Current staffing

In early 2021, ITC informally restructured its staffing to create more capacity for communications and fund development while the incumbent Communications and Fundraising Specialist is on leave. Two part-time positions were created: one to manage communications and one to manage fund development work (i.e. work with donors). Grant programs are being managed by program staff under ITC Manager supervision. The communications staffing will be increased to full-time as of November 15, 2021 for the remainder of the fiscal year to meet current demands. This temporary staffing increase was done within existing approved budgets.

PROBLEM STATEMENT/OBJECTIVES:

Problem Statement: In February 2020, the ITC Board approved a Fund Development Strategy which identified ITC funding needs and ways to use Strategic Charitable Giving to fund these items. Through the Fund Development Strategy, the ITC Board has identified the need for building relationships with donors in order to build funds for ITC land securement (acquisition and covenants), the Opportunity Fund (granting program for land securement costs), and long term legal defence and property management needs.

Throughout 2020, the ITC struggled to implement the strategy because communications needs were prioritized as an ongoing and frequently time sensitive need. Also, the skills for the two roles, while seemingly similar, are not well matched due to the urgency of tasks. Communications needs tend to be highly time sensitive and require speedy written skills. Fund development is a slower process, requiring long term, sustained relationship building, frequently on the phone or in person, and the ability to build relationships with financial professional and donors.

In early 2021, ITC attempted to prioritize fund development by dividing the Communications and Fundraising role into two part-time positions. This division was possible because the current Communications and Fundraising Specialist is on education leave and the ITC had some flexibility to trial a new staffing arrangement.

The division of the Communications and Fundraising Specialist role into two positions provided adequate time for fund development work, but it became quickly apparent that ITC communications could not be done as a

0.5 FTE role. This resourcing gap has left ITC unable to do all of its work effectively leaving it open to two big risks:

1) ITC will miss key opportunities to attract and support donations of land and money, restricting key opportunities to maximize land conservation in the Islands Trust Area; and,
2) ITC will fail to communicate effectively about its programs, resulting in missed opportunities to encourage voluntary land conservation in the Islands Trust Area.

Both risks mean that ITC will fall short of its potential for upholding the 'preserve and protect' mandate of the Islands Trust.

Objectives: ITC will accomplish the following objectives through an increase in staff capacity:

1) ITC will meet its needs for Fund Development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds; and,
2) ITC will meet its communications needs, including its social media, outreach and strategic needs.

PROJECTED RESULTS/DELIVERABLES:

The ITC Board recommends adding a Fund Development Specialist position (0.6 FTE) and maintaining the current position as a 1.0 FTE Communications Specialist. The addition of a Fund Development role, will meet ITC needs for fund development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds while also supporting communications, including social media, outreach and strategic needs. Through defining and separating these specialist roles the ITC will gain efficiency, as well as attract expert candidates who may stay longer. The added role will also increase the presence of the ITC in communities and on islands, adding a friendly face to interactions with island communities.

ALTERNATIVES CONSIDERED:

1) **Status Quo:** Keep staffing at current levels and one position. This option will require a reduction in communications work or in fund development activity, both of which present a risk to the work of the ITC.

2) **Split existing 1.0 FTE Communications and Fundraising Specialist role position into two part-time positions:** This option will require a reduction in communications work or in fund development activity, but will help to delineate the roles more clearly. This option would require staff to follow BCGEU processes for layoff as there is an incumbent (currently on leave) who would be displaced.

3) **Restructure the existing 1.0 FTE Communications and Fundraising Specialist position into two part-time positions, one at 0.8 FTE and one at 0.6 FTE, or two at 0.6 FTE:** This option would provide some additional resources in communications and fund development at a lower cost and help to prevent the communications needs from eclipsing the needed fund development work. Budget increases would be $34,784 or $19,982 with details noted in the tables below. This option would require staff to follow BCGEU processes for layoff as there is an incumbent (currently on leave) who will be displaced.

Table 1. Budget increase required to staff one 0.8 FTE and one 0.6 FTE position.

Summary			
Salary + Benefits	$	33,204	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**36,584**	
Total one-time expenses	**$**	1,800	
Total yearly expenses	$	34,784	

Table 2. Budget increase required to staff two 0.6 FTE positions.

Summary			
Salary + Benefits	$	16,602	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**19,982**	
Total one-time expenses	$	1,800	
Total yearly expenses	$	18,182	

CRITICAL SUCCESS FACTORS (List):

- Timely development of job descriptions and timely and suitable job classifications;
- Timely hiring process;
- Appropriate skill sets and ability of new staff to quickly come up to speed on ITC work; and
- Seamless transition of existing staff into new role(s) – our current Communications and Fundraising Specialist is on education leave, returning April 25, 2022. We expect the Public Service Agency would support placement of the current Communications and Fundraising Specialist into the new Communications Specialist role in accordance with the collective agreement.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

In 2021, while the incumbent Communications and Fundraising Specialist has been on leave, the ITC staff team has worked with two people in the separate staff positions for communications and fund development. The

trial separation of the Communications and Fundraising Specialist position into two separate jobs means that the team has already adjusted to the creation of two positions for these roles.

The ITC would hire an additional staff member to cover the additional role requirements and would liaise with the Public Service Agency regarding new job profiles and classification. All new staff are provided with orientation and training to help manage their integration into the Islands Trust and the Islands Trust Conservancy.

BENEFIT/COST ANALYSIS SUMMARY:

The 2022-2023 cost is $53,436, including anticipated overtime, travel, training and equipment for a 0.6 FTE Communication/Fund Development Specialist addition.

Summary			
Salary + Benefits	$	49,806	*Ongoing fiscal year cost*
Travel	$	680	*Ongoing fiscal year cost*
Cell Phone	$	-	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	1,800	*One-time expense*
Training	$	900	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$	2,338	
TOTAL COST OF NEW POSITION in 1st year	**$**	**53,186**	
Total one-time expenses	$	1,800	
Total yearly expenses	$	51,386	

RECOMMENDED DECISION:

That the Islands Trust Council incorporate an increase of a 0.6 FTE Islands Trust Conservancy Fund Development Specialist position into its 2022/23 budget.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

Kate Emmings

Initiator: Manager, Islands Trust Conservancy

September 24, 2021
Revised October 14 & November 4, 2021
& reviewed January 12, 2022

Date

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 9, 2022
From:	Salt Spring Island Local Trust Committee	**Date Prepared:**	February 18, 2022

SUBJECT: Salt Spring Island Water Sustainability – Special Property Tax Requisition

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RECOMMENDATION:

THAT Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2022/23 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee (LTC) in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The special property tax requisition of $75,500 will be used to fund the additional operations of the Salt Spring Island Local Trust Committee in exercising its delegated authority to coordinate the work of the Salt Spring Island Watershed Protection Alliance (SSIWPA).

PURPOSE

The purpose of this Request for Decision is to request that Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2022/23 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee (SSI LTC) in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

BACKGROUND

On June 10, 2013, Trust Council approved Bylaw 154, a bylaw that delegates certain additional powers to the SSI LTC to support the preservation and protection of water quality and quantity within the Salt Spring Island Local Trust Area. Specifically, Bylaw 154 delegates the SSI LTC the powers (from *Islands Trust Act* section 8.2(b)) to:

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

Bylaw 154 also requires that funding for related operations be achieved through a special tax requisition within the Salt Spring Island Local Trust Area, where related expenditures will be $5,000 or more.

The SSI LTC has operationalized Bylaw No. 154 by funding the coordination of the Salt Spring Island Watershed Protection Alliance (SSIWPA).

The purpose of SSIWPA is to:

- Provide a framework for freshwater resources in the Salt Spring Island Local Trust Area to be managed in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations;
- Advise on policies of regional, local and provincial government organizations that are related to freshwater resources; and
- Coordinate the implementation of those policies.

To date, coordination of SSIWPA operations has been performed by a contractor with some administrative and other assistance from Islands Trust staff.

The SSIWPA Steering Committee holds regular meetings to develop strategies and recommendations to the member agencies in order to secure the long-term health, protection and stewardship of watersheds, surface and groundwater resources. These meetings are a forum for member agency representatives to cooperatively determine information gaps, and to coordinate joint actions to fill those gaps. The Steering Committee also relies on technical review, advice and reports prepared by its Technical Working Group, which consist of member agency staff and local volunteers with inter-disciplinary professional qualifications related to integrated freshwater resource management.

SSIWPA-led communications and education work over fiscal 2021/22 has included:

- Water Systems Survey Report that details production volume, consumption patterns and rate structures, as well as perceived operating challenges for each of the Island's community water systems;
- Development of rainwater education materials and social media campaign, including development of new video content (in process) that will be added to a virtual rainwater harvesting tour of rainwater systems on the Island;
- "Know Your Groundwater Well" brochure; and
- Participation in content delivery in rainwater education webinars

Agency-led work supported by SSIWPA over 2021/22 has included:

- Launching a Weston Lake Water Availability and Climate Change Assessment (Islands Trust/CRD). The contract for this project was awarded through a competitive process to GW Solutions and the work is now underway;
- Review by SSIWPA Technical Working Group and Ministry of Forests, Lands and Natural Resource Operations staff of proposed amendments to the Salt Spring Island Land Use Bylaw concerning proof of water at time of subdivision (Islands Trust);
- A Situation Analysis and Options Identification Report to improve watershed protection coordination on Salt Spring Island (Islands Trust). The contract for this project was awarded through a competitive process to Econics Services and the work is now underway;
- Groundwater Monitoring project for continuous water level data collection at 12 groundwater wells and 4 lake stations (Islands Trust)

Information on past SSIWPA work can be found in annual reports available here, and elsewhere on the SSIWPA website.

Beyond outreach and education, SSIWPA is not authorized to lead projects. Rather, it provides a forum that brings together agencies with jurisdiction over the Island's freshwater, services that provide freshwater to users, and members of the Island community with an interest in freshwater. This group helps identify pressing water sustainability issues, recommends paths to resolving those issues, and helps coordinate the efforts of lead agencies where required.

See Appendix 1.2 for SSIWPA's proposed work plan and budget for fiscal 2022/23 as agreed by the SSIWPA Steering Committee at its November 25, 2021 meetings.

SPECIAL PROPERTY TAX REQUISITION

Pursuant to Trust Council Policy 6.3.2, Special Property Tax Requisition, an individual Local Trust Committee can request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees. Special property tax requisitions are approved by Islands Trust Council and must be formally requested by resolution of the Local Trust Committee. Trust Council Policy 6.3.2 includes a checklist for LTCs to follow - attached as Appendix 1.1.

At its January 19, 2021 meeting, Salt Spring Island Local Trust Committee passed the following resolution:

> **SS-2021-001**
> **It was MOVED and SECONDED,**
> *That the Salt Spring Island Local Trust Committee request a special property tax requisition for $75,500 from the Salt Spring Island Local Trust Area in the 2021/2022 fiscal year, subject to Trust Council Policy 6.3.2, in order to fund coordination of watershed management on Salt Spring Island, using the powers delegated to the Salt Spring Island Local Trust Committee by Trust Council Bylaw No. 154.*

As of publication of this RFD, and in accordance with *Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition*, the proposed special property tax requisition of $75,500 for 2022/23 was included as an item for public consultation within the overall Trust Council budget of 2022/23.

This RFD is the final step in the process of requesting a special property tax requisition.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Salt Spring Island Local Trust Committee (SSI LTC) intends to continue to use the requisitioned funds to support coordination of the Salt Spring Island Watershed Protection Alliance (SSIWPA) – a multi-agency body dedicated to watershed protection on Salt Spring Island through collaborative watershed management.

Inclusion of the funds enables the continuation of contract coordination services to administer and manage SSIWPA's operations and projects on behalf of the SSI LTC. Additional administrative work related to contract management, financial management, management of grant awards and related SSI LTC work is undertaken by Islands Trust staff.

FINANCIAL:

The taxation implications of this decision would relate only to the Salt Spring Island Local Trust Area. The funds requisitioned would be spent to fund the additional operations of the SSI LTC, pursuant to the additional powers that Trust Council has delegated to it (coordination of SSIWPA).

The proposed budget is:

Coordinator Contract(s)	$ 60,000
Meeting Costs	$ 1,760
Events and Comm.	$ 9,000
Surplus	$ 3,840
Total	**$ 75,500**

See Appendix 1.2 for the proposed SSIWPA Work Plan and Budget for 2022/23.

The SSI LTC currently has approximately $85,000 in unspent special property tax requisition funds, plus approximately $14,000 received by SSIWPA as a constituency grant that is administered by Islands Trust. $80,000 of this surplus is already earmarked for project spending across this fiscal and next in the form of $30,000 to a water availability and climate change assessment for Weston Lake, and up to $50,000 for the development of a watershed strategic plan for Salt Spring Island.

POLICY:
No implications for current policy.

IMPLEMENTATION/COMMUNICATIONS:
If approved, the request for a special tax requisition within the Salt Spring Island Local Trust Area would be delivered to the Minister of Finance, along with the rest of the Islands Trust property tax requisition request.

RELEVANT POLICY

Islands Trust Council Bylaw 154
14(3)(c)(iii) of the Islands Trust Act
Islands Trust Council Policy 6.3.2 -- Special Property Tax Requisition

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ATTACHMENTS

Appendix 1.1 – Trust Council Policy 6.3.2 checklist
Appendix 1.2 – SSIWPA Proposed Work Plan and Operations Budget
Appendix 1.3 – Special Property Tax Requisition – Consultation Summary

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RESPONSE OPTIONS

Recommended:
THAT Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $75,500 in its 2022/23 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

Alternatives:
1. That Trust Council include a special property tax requisition for the 2022/23 fiscal year for a lesser amount than requested by the SSILTC
2. That Trust Council include a special property tax requisition for the 2022/23 fiscal year for a greater amount than requested by the SSILTC.
3. That Trust Council does not include a special property tax requisition for the Salt Spring Island Local Trust Area for the 2022/23 fiscal year.

Prepared By:

Jason Youmans, Island Planner, Local Planning Services, February 4, 2022

Reviewed By/Date:

Salt Spring Island Local Trust Committee, February 15, 2022
Financial Planning Committee, February 16, 2022

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by:
Salt Spring Island Local Trust Committee

Business Area:
Salt Spring Island Local Trust Committee
Local Planning Services

Name of Request:
Salt Spring Island Watershed Protection Alliance (SSIWPA) – Special Property Tax Requisition

Funding request: $75,500

Budget Source (select all that apply):

- [x] **Specific Project Funding**
  - [x] Third Party Contractors
  - [ ] Staff Travel Expense
  - [ ] Staff Overtime Expense
  - [ ] New Staff Member
  - [ ] Computer Hardware/Software
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software**
- [ ] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [ ] **Temporary**
    Temp Duration: _____
- [x] **Other – please describe:** Communications and education materials; Meeting costs

Date initiated: August 31, 2021

Date required: April 1, 2022 to March 31, 2023

BACKGROUND:

The Salt Spring Island Local Trust Committee (SS LTC) has been coordinating the Salt Spring Island Watershed Protection Alliance (SSIWPA) since 2013 using delegated authority from the Islands Trust Council (*Islands Trust Act*, Section 8(2)(b) via Trust Council Bylaw No. 154. SSIWPA provides a forum within which to engage in multi-jurisdictional planning for the sustainability and protection of freshwater resources on Salt Spring Island.

At its meeting of August 31, 2021 the SS LTC passed the following resolution concerning its SSIWPA special property tax requisition:

SS-2021-159
It was MOVED and SECONDED,

That the Salt Spring Island Local Trust Committee submit the SSIWPA special property tax requisition business case attached to the staff report of August 31, 2021 including a note that this business case is likely to change pending the results of forthcoming watershed strategic planning work and forward it to Islands Trust Financial Planning Committee for inclusion in the draft 2022/23 Islands Trust budget.

CARRIED

PROBLEM STATEMENT/OBJECTIVES:

The purpose of SSIWPA is to:

- Provide a framework for freshwater resources in the Salt Spring Island Local Trust Area to be managed in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations;
- Advise on policies of regional, local and provincial government organizations that are related to freshwater resources; and
- Coordinate the implementation of those policies.

The SSIWPA Terms of Reference (ToR) provides guidance for how the member agencies collaborate and provide a framework for the scope of work undertaken.

PROJECTED RESULTS/DELIVERABLES:

Assuming that SSIWPA's 2022/23 workplan is generally consistent with that of fiscal 2021/22, the following costs are anticipated:

- Coordination of SSIWPA by third-party coordinator in 2022/23 fiscal year - $60,000
- Development and dissemination of education and communication materials related to freshwater and watershed protection on Salt Spring Island - $13,740
- Meeting Costs - $1,760
- **Total - $75,500**

ALTERNATIVES CONSIDERED:

1) **Fund SSIWPA from general Islands Trust budget**

   Trust Council Policy Special Property Tax Requisition Policy (6.3.2) states that the Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:
   - the program is considered to be a base service of the LTC;
   - the program is a scheduled official community plan review or land use bylaw update; and
   - the program has Trust-wide implications and benefits.

   If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.
   SSIWPA does not meet the above criteria. Therefore, it is unlikely that the Islands Trust Council would support SSIWPA as a general budget item and instead requires approval via a special property tax requisition.

2) **Fund SSIWPA as a minor LPS project (up to $5,000)**

Funding SSIWPA as a minor LPS project would enable hiring a contractor to provide administrative support in the form of assembling agendas, booking meeting space and suppling a minute taker. However, there would be no one to lead development of the communications and education materials that SSIWPA has come to expect, manage any SSIWPA-led projects, or coordinate implementation of the SSIWPA workplan.

3) **Terminate funding support for SSIWPA**

Concluding funding support SSIWPA would mean there would be no body to coordinate the freshwater and watershed protection work of various agencies and community groups on Salt Spring Island.

CRITICAL SUCCESS FACTORS (List):

- Agency and community organization commitment

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

N/A

BENEFIT/COST ANALYSIS SUMMARY:

Freshwater policy and watershed protection is multijurisdictional on Salt Spring Island. In the absence of SSIWPA – or a similar body – there would be no existing alternate mechanism by which the agencies of jurisdiction and other interested community groups would have a forum to coordinate their freshwater efforts.

The cost of providing a contractor to coordinate SSIWPA is commensurate with the level of expectation placed on that coordinator via the RFP and signed contract. To date, the SSIWPA coordinator has been expected to be more than an administrative coordinator that assembles meeting agendas and secures meeting space. Instead, the coordinator has been expected to oversee the development of communications and educations materials, compile and aggregate information for reporting to the SSIWPA steering committee, and liaise with the public and agency representatives.

The financial cost of this coordinating effort is borne by the taxpayers of the Salt Spring Island Local Trust Area.

RECOMMENDED DECISION:

That the SS LTC requests Islands Trust FPC include a special property tax requisition of $75,500 to support the coordination of watershed and freshwater protection policy on Salt Spring Island.

The SS LTC wishes it noted that the amount of this special property tax requisition is likely to change pending the results of forthcoming watershed strategic planning work.

PURCHASING PROCEDURE:
SSIWPA coordination contract can be renewed annually for up to five years. After five years, or at any time the annual contract expires and the LTC wishes to do so, an RFP can be issued for coordination services.

Salt Spring Island Local Trust Committee	August 31, 2021
Initiator:	Date
Director/CAO	Date

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

Next steps:

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

a) approved.

b) Any funds, generated through the special requisition, which are unspent at the conclusion of the fiscal year, will be held in reserve for the Local Trust Committee's use in the subsequent fiscal year to:
   i) complete the previously approved initiative or program; or
   ii) undertake a new program, subject to a further resolution of the Local Trust Committee to do so.

c) Unspent funds can not be used to offset a general property tax requisition.

2. Special Property Tax Requisition Checklist

Budget Submission

Description of Task	**Deadline**	**Date Completed**
Local Planning Services Staff assigned to LTCs develop "additional operations" budget proposal on behalf of LTCs prior to December Trust Council meeting and submit them to FPC for review.	November FPC meeting	August 31, 2021
Director of Local Planning Services presents "additional operations" budget proposals to Financial Planning Committee, with input from LTCs, indicating whether any of the proposed 'additional operations' are related to delegated powers and must be funded through a special property tax requisition.	December Trust Council meeting	November 10, 2021
Financial Planning Committee makes recommendations to Trust Council regarding budget proposals made by LTCs, identifying • Any that must be funded through a special property tax requisition pursuant to a Trust Council delegation bylaw (e.g. Bylaw 154). • Any other LTC proposals that it recommends be funded through a special property tax requisition, rather than through inclusion in the general Islands Trust budget. Director of Local Planning Services provides additional information to Trust Council about LTC proposals, as needed.	December Trust Council meeting	December 1, 2021
If December Trust Council does not approve the LTC "additional operations" budget proposal for inclusion in the general Islands Trust budget, or if the LTC additional operations are related to delegated powers that must be funded through a special property tax requisition:		
• LTC passes resolution to pursue special property tax requisition to fund the "additional operations" budget proposal:	January	August 31, 2021
- copy of resolution attached		In RFD
• LTC requests staff to conduct public consultation on the special tax requisition proposal:	Mid-February	August 31, 2021 LTC special property tax requisition business case states that consultation will occur through the greater Trust Council budget consultation process.
- copy of advertisement attached		Attached
- if public meeting held, minutes of the discussion attached		N/A
○ written summary of public feedback attached		To be provided once available from Trust

		Area Services.
• Staff prepare Request for Decision (RFD) proposed by LTC for March Trust Council binder, requesting a bylaw to authorize a special property tax requisition. The RFD will include an assessment of organizational and other implications, a completed copy of this checklist along with any attached documentation.	February FPC meeting	February 16, 2021

ISLANDS TRUST
SSIWPA Coordination Budget 2022-23

Adopted November 25, 2021

	Draft Budget 2021-22	In-Kind
REVENUES		
SSI LTC Tax Requisition	75,500	
In-Kind Staff Time	-	1,000
Total Revenues	**75,500**	**1,000**
EXPENSES		
Coordination		
Coordinator Contract	60,000	
	60,000	
Events and Communications		
Communications Materials	5,200	
Events	2,700	
Website Hosting	2,000	
	9,900	
Meetings		
Steering Committee	280	
Technical Working Group	280	
Rainwater Subcommittee	280	
Minute-taker	800	
Meeting Software Licensing Fees (Zoom)	120	
In-Kind Staff Time	-	1,000
	1,760	1,000
Total Expenses	**71,660**	**1,000**
Annual Surplus (Deficit)	**3,840**	-

SSIWPA Workplan April 1, 2022-March 31, 2023									
	Area or Watershed	Lead Agency	Quarter:	1	2	3	4	Partner Agencies	Status
New Project:									
Policy and Planning									
Watershed Protection Strategic Plan Phase 2	Island	IT						All	Not Started
Ongoing Projects:									
Water Availability Analysis									
Water Availability and Climate Change Assessment - Results Integration	Weston	CRD, IT						FLNR, Fulford Commission	Not Started
Groundwater Availability	Cedar Lane	CRD						FLNR, Cedar Ln Commission	Not Started
Monitoring									
Groundwater Well Monitoring	Island	IT+FLNR							Ongoing
Lake Level Monitoring	Bullock	IT							Ongoing
	Cusheon	IT							Ongoing
	Weston	IT							Ongoing
	Stowell	IT							Ongoing
Communications									
Messaging and outreach: existing materials - rainwater rebates	Island	Transition SS						CRD, SSIWPA	funding permitting
Messaging and outreach: existing materials - rain systems, groundwater & lakes (algal blooms)	Island	SSIWPA - TWG						FLNR	Ongoing
Climate Change Adaptation for Watershed Resilience...	Maxwell and Rosemurgy Lakes	Transition SS						TWG (36 person-h), SSIWPA (20 h)	Not Started
Annual Report	Island	SSIWPA							Annually

Appendix 1.3

How was the budget survey process advertised in the Salt Spring Island Local Trust Area?

Trustees

- TBD

Social Media

- Islands Trust Facebook group page

Email

- Notification sent to Salt Spring Island LTC e-mail subscriber list

Website

- SSI LTC news webpage updated with special property tax info

2022/23 Trust Council Budget Survey – SSI Special Property Tax Requisition

Two questions about the proposed special property tax requisition were included in the 2022/23 Trust Council online budget consultation survey which closed on February 6, 2022.

As of February 4, 2022, there were 233 budget survey responses from the Salt Spring Island Local Trust Area to the following questions:

Salt Spring Island Special Property Tax Requisition

A special property tax requisition is a way for the Islands Trust to fund a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

This special tax can be used when a local trust committee wishes to undertake a large initiative with local significance or to take on additional operations. Since 2014, the Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, the Salt Spring Island Watershed Protection Alliance to support work related to the preservation and protection of freshwater resources on Salt Spring Island.

Salt Spring Island Watershed Protection Alliance Backgrounder.

8. Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

- ◯ Yes
- ◯ I don't know
- ◯ No
- ◯ I don't have an opinion

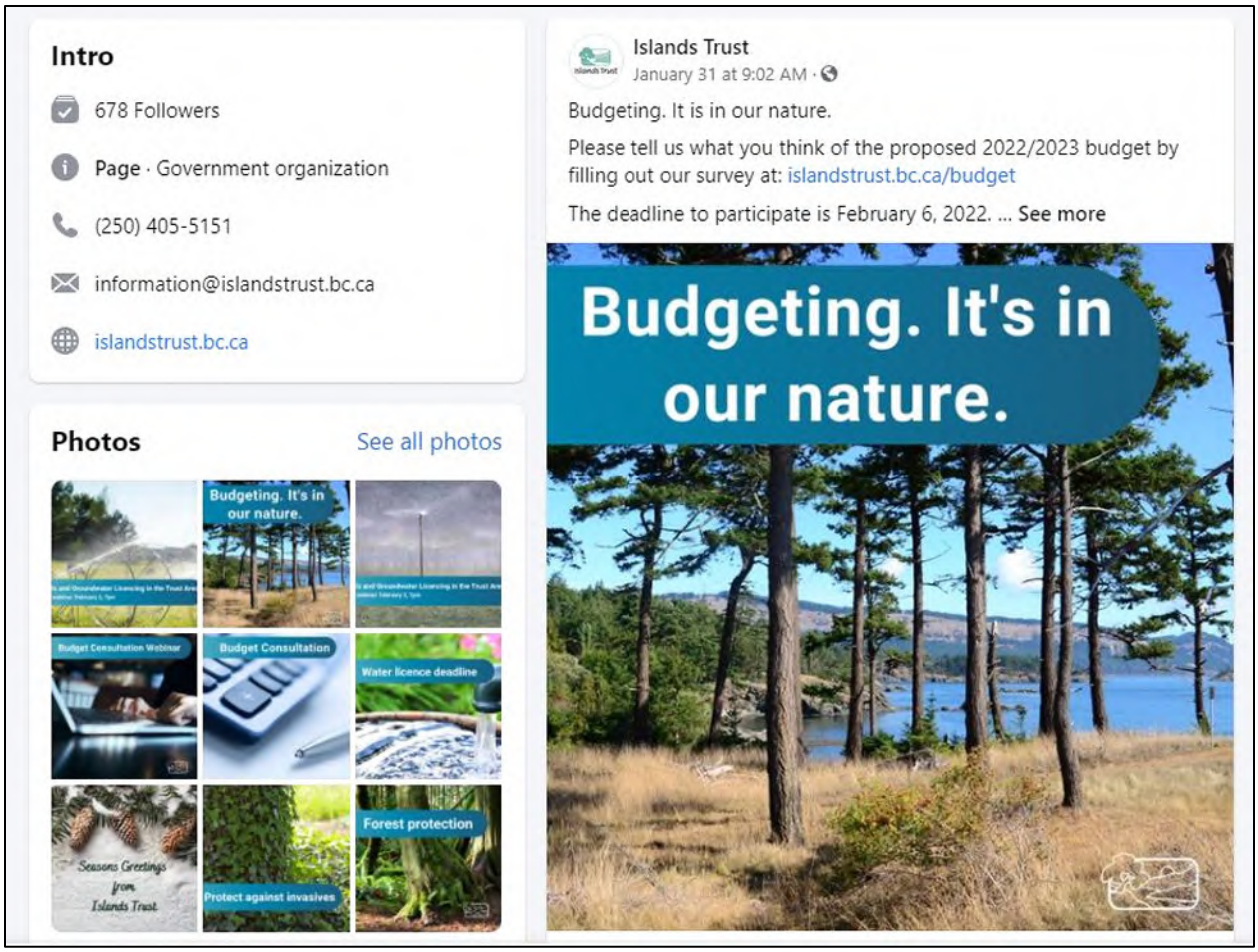
Comments (optional):

9. The special property tax requisition is proposed to be $75,500 to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island. Is this amount:

- ◯ Too much
- ◯ I don't know
- ◯ Too little
- ◯ I don't have an opinion
- ◯ Just right

Comments (optional):

Islands Trust Facebook Page Budget Ad



Budget 2022-2023

Water Sustainability

Salt Spring Island Special Property Tax Requisition

What is a Special Property Tax Requisition?

Islands Trust Council policy enables individual local trust committees to request Islands Trust Council to include a special property tax requisition within their local trust area to fund "additional operations" that are not included in their general land use planning and regulatory role. The Salt Spring Island Special Property Tax Requisition (SPTR) will only apply to the Salt Spring Island Local Trust Area, which is the only local trust area to benefit from the proposed additional operations. The Salt Spring Island Local Trust Committee (SS LTC) has received a requisition to support watershed management since 2014 and is requesting it again for the 2022-23 fiscal year.

What kind of additional operations is the Salt Spring Island Local Trust Committee proposing to undertake?

In 2012, SS LTC requested that Islands Trust Council delegate it the authority to *coordinate* and *assist* in the *determination* of regional, improvement district and Government of British Columbia policies; and to *coordinate* the *implementation* and *carrying out* of regional, improvement district and Government of British Columbia policies for the purposes of preserving and protecting water resources in the Salt Spring Island Local Trust Area. The Islands Trust Council passed Bylaw 154 in June 2013 in response to this request.

With these delegated powers, the SS LTC can now act as more than a land use planning and regulatory body – it also acts as a coordinating body for the Salt Spring Island Watershed Protection Alliance (SSIWPA). The SS LTC proposes to continue to fund this work through a special tax levy in the Salt Spring Island Local Trust Area.

What is the Salt Spring Island Watershed Protection Alliance (SSIWPA)?

SSIWPA was created in 2013 to provide a coordinated, inter-jurisdictional response to the protection and management of freshwater resources on Salt Spring Island. The SSIWPA Steering Committee is comprised of public agencies with responsibility and authority for the use and management of water resources and the watersheds in the Salt Spring Island Local Trust Area, as well as other water purveyors and freshwater-interested organizations. The SSIWPA Steering Committee operates on a consensus decision-making model.

Current Steering Committee member agencies are as follows: Islands Trust; Capital Regional District, Ministry of Forests, Lands, Natural Resource Operations and Rural Development; Beddis Water Service Commission; Cedar Lane Water Service Commission; Cedars of Tuam Water Service Commission (seat empty); Fulford Water Service Commission; Highland-Fernwood Water Service Commission (seat empty); North Salt Spring Waterworks District; and Scott Point Waterworks District.

Non-voting "members-at-large" sit at the SSIWPA table from Cusheon Lake Stewardship Committee; Salt Spring Island Agricultural Alliance; Salt Spring Island Water Preservation Society; Salt Spring Island Conservancy; Salt Spring Water Company and Transition Salt Spring Society.

The purpose of SSIWPA is to:

- Provide a framework for freshwater resources in the Salt Spring Island Local Trust Area to be managed in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations;
- Advise on policies of regional, local and provincial government organizations that are related to freshwater resources; and
- Coordinate the implementation of those policies.

What does the Salt Spring Island Watershed Protection Alliance do?

The SSIWPA Steering Committee holds quarterly meetings to develop strategies for, and recommendations to, member agencies in order to secure the long-term health, protection and stewardship of watersheds, surface and groundwater resources. These meetings are a forum for member agency representatives to cooperatively identify information, regulatory, and policy gaps, and to coordinate joint actions to fill those gaps. The Steering Committee also relies on technical review, advice and reports prepared by its Technical Working Group, which consists of member agency staff and local volunteers with inter-disciplinary professional qualifications related to integrated freshwater resource management.

Agency-led work supported by SSIWPA over 2021/22 has included:

- Launching a Weston Lake Water Availability and Climate Change Assessment (Islands Trust/CRD). The contract for this project was awarded through a competitive process to GW Solutions and the work is now underway;
- Review by SSIWPA Technical Working Group and Ministry of Forests, Lands and Natural Resource Operations staff of proposed amendments to the Salt Spring Island Land Use Bylaw concerning proof of water at time of subdivision (Islands Trust);
- A Situation Analysis and Options Identification Report to improve watershed protection coordination on Salt Spring Island (Islands Trust). The contract for this project was awarded through a competitive process to Econics Services and the work is now underway;
- Groundwater Monitoring project for continuous water level data collection at 12 groundwater wells and 4 lake stations (Islands Trust)

SSIWPA-led communications and education work over the past year has included:

- Water Systems Survey Report that details production volume, consumption patterns and rate structures, as well as perceived operating challenges for each of the Island's community water systems;
- Development of rainwater education materials and social media campaign, including development of new video content (in process) that will be added to a virtual rainwater harvesting tour of rainwater systems on the Island;
- "Know Your Groundwater Well" brochure; and
- Participation in content delivery in rainwater education webinars

Following on the development of the Water Systems Survey Report, SSIWPA has piloted coordinating a Water Systems Working Group that brings together representatives from the Island's piped water systems to share information and ideas.

SSIWPA's 2021/22 workplan is available here.

Information on past SSIWPA work can be found in annual reports and elsewhere on the SSIWPA website.

Beyond outreach and education, SSIWPA is not authorized to lead projects. Rather, it provides a forum that brings together agencies with jurisdiction over the Island's freshwater, services that provide freshwater to users, and members of the Island community with an interest in freshwater. This group helps identify pressing water sustainability issues, recommends paths to resolving those issues, and helps coordinate the efforts of lead agencies where required.

The majority of the annual special property tax requisition is used to hire a contractor to administer/ coordinate SSIWPA and lead its education and outreach efforts.

How much of a tax requisition is proposed?

The Salt Spring Island Local Trust Committee is requesting a $75,500 Special Property Tax Requisition for the 2022-2023 fiscal year in order to coordinate freshwater sustainability work on Salt Spring Island. The tax requisition is based on the following proposed budget:

Coordination Contract	$ 60,000
SSIWPA Meeting Costs	$ 1,760
SSIWPA Community Events and Communications	$ 9,900
Projected Surplus	$3,840
Total	**$75,500**

How much will the proposed $75,500 watershed management tax cost me as a property owner or tenant?

Historically, Islands Trust property taxes have represented about 12 per cent of the total property tax bill to Salt Spring Island property owners. Impacts of the current COVID-19 pandemic may cause a shift in this percentage based on how operations of the various taxing authorities have been impacted. Understanding of any potential shift is not fully known at this time.

The amount of tax increase for individual property is based on a number of factors, such as, mill rate, type of property etc., and may be different for each property. More information about how property taxes are calculated for Islands Trust Areas is available on the website.

Are other agencies sharing the cost?

There are several agencies, including the Government of British Columbia, that partner with SSIWPA to provide in-kind and other financial support for specific projects. In past years, SSIWPA has raised over $150,000 in grants, direct funding, and in-kind contributions from its member agencies and other sources.

How will the special property tax requisition affect the other islands in the Islands Trust Area, outside of the Salt Spring Island Local Trust Area?

This special property tax requisition is only proposed for the Salt Spring Island Local Trust Area (which includes Prevost Island, Piers Island, Secretary islands and various other smaller islands adjacent to Salt Spring Island) and funds can only be spent in that area. If any funds are unspent at the end of the fiscal year, they can only be used for the work of the SS LTC, and cannot go into the Islands Trust's general revenues.

Who Approves the Special Property Tax Requisition?

The SS LTC's request for a Salt Spring Island Special Property Tax Requisition for watershed management will be considered by the Islands Trust Council during its budget decisions in March 2022. Islands Trust's budget consultations are now underway. Further information about the Islands Trust's general budget proposal is available here.

How Can I Have My Say?

We want to hear from you. You can send your comments on any aspect of the Islands Trust Council's budget, including the Salt Spring Island Special Tax Requisition in several ways as indicated below:
Please note: All feedback will be included in public documents (subject to Freedom of Information and Protection of Privacy legislation) and posted to the Islands Trust website.

1. Complete a short, anonymous survey. Survey is open from Friday, Jan 21st to Sunday, February 6th, 2022

2. Email: budget@islandstrust.bc.ca

3. Write to: 1 - 500 Lower Ganges Road, Salt Spring Island, BC, V8K-2N8 or 200 – 1627 Fort Street, Victoria, BC, V8R 1H8

4. Address Trust Council during Public Comments session at the March Quarterly meeting. Visit the meeting calendar for more information. If you wish to make a presentation as a delegation, rather than making a short statement during the town hall/public comments section, please submit a delegation application form by February 17.

5. Through one of your local Salt Spring Island trustees: Peter Grove or Laura Patrick

Click here for more information on the Salt Spring Island Watershed Protection Alliance:
http://www.islandstrust.bc.ca/islands/local-trust-areas/salt-spring/projects-initiatives/water-sustainability/

https://ssiwpa.org

How to Contact Us for Information on SSIWPA:
Email: ssiinfo@islandstrust.bc.ca
Phone: Jason Youmans 250-537-9144

For Information on the Islands Trust Council's proposed 2022-2023 Budget:
http://www.islandstrust.bc.ca/trust-council/budget.aspx

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 9, 2022
From:	Financial Planning Committee	**Date Prepared:**	February 9, 2022

SUBJECT: **BYLAW 185 FINANCIAL PLAN BYLAW 2022/23**

RECOMMENDATION:

1. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a First Time.
2. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a Second Time.
3. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a Third Time.
4. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Islands Trust Financial Plan for 2022/23 must be adopted by Bylaw prior to implementation. Adoption of the Financial Plan will happen via RWM to Trust Council once approval from the Minister is received.

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1 PURPOSE:

The Financial Plan Bylaw is the formal document approving the budget for the 2022/23 fiscal year. After three readings, if approved, the bylaw is forwarded to the Minister of Municipal Affairs for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval and adoption of the Financial Plan Bylaw is required prior to its implementation.

2 BACKGROUND:

The Financial Plan Bylaw focuses on the current fiscal year budget, but also includes projections for the following four fiscal years, in accordance with financial plan requirements set out in the Community Charter. The worksheet used to create the projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four year projection are as follows:

Consumer Price Index (CPI)	CPI has been reflected based on a 5-year historical average annual Victoria statistics.
Fees and Sales	Application fees are expected to increase in 2022/23 due to the new model fees bylaw being adopted by various LTCs across the Trust Area. The exact amount of the increase is unknown. Staff have estimated the amount in the 2022/23 budget year, and increased the amount annually by CPI each year thereafter. This model is built into the 5-year plan.
Provincial Grant	A budget of $180,000 has been included as in past years. This funding level has been maintained for the five-year period, though increases may be seen if a successful ask of the Province is undertaken.
Non-market Growth	An annual 1.0% non-market growth rate per fiscal year is incorporated for the trust area as a whole, excluding BIM. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool, as well as changes in property values from zoning changes, etc.
Property Tax Changes	It is anticipated that property tax increases will be required to maintain and/or rebuild required surplus balances at the Trust. This has been incorporated into the 5-year plan with tax increases high enough to ensure general revenue surplus balances can be maintained at the minimum required under TC policy.
Property Tax Levy – Bowen Island	The methodology for the Bowen Island Tax Levy calculation is described in the *Islands Trust Act* and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that net converted assessment values throughout the trust play a large role in this calculation. The distribution of these values throughout the trust area is held constant at the current distribution for purposes of the 5-year financial plan development.
Special Levies, Local Trust Committees	Special Levies are contemplated on an as-needed basis. The current five-year plan includes the continued Special Levy for the Salt Spring Island Watershed Protection Alliance (SSIWPA) to the end of fiscal year 2022/23 only. Direction to extend SSIWPA special requisitions will be received by staff and incorporated as appropriate.

	No other special levies are included.
Interest and Other Income	Interest and Other Income is expected to remain a non-significant sources of income relative to other income sources at the Trust.
Expenditures (Trust Council, Local Planning Services, Islands Trust Conservancy and Administration)	Service levels are expected to remain consistent (that is, no new programming), with the exception of election years, when LTC and TC projects may stall slightly while a new term of trustees is oriented in their role. A small reduction to account for this has been made in election year 2026/27.
Expenditures – Programs	Program expenditures are based on historical spending and are adjusted to reflect lower spending on programs during election years, when time is dedicated to orienting a new Council and LTCs. Expenditures are increased annually to account for anticipated inflation.
Surplus Funds	Per Policy 6.5.1 *Reserves and Surplus*, the "recommended minimum amount of money to be contained within the General Revenue Surplus Fund is 2.4 months of expenses net of 2.4 months of revenue, excluding revenues from property taxes or the provincial grant."

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Approval of this Bylaw allows staff to implement the Islands Trust Council approved budget.

FINANCIAL:
As described in the budget background documents.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS:
Staff will implement as described in budget background documents.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

Policy 7.2.6 Municipal Tax Requisition Calculation
Policy 6.5.1 Reserves and Surplus

5 ATTACHMENT:

Bylaw 185 Financial Plan Bylaw 2022-23 – 2027/28

RESPONSE OPTIONS

Recommendation:
That Trust Council perform three readings of the Financial Plan Bylaw 2022/23 and advance the Bylaw to the Minister of Municipal Affairs for approval.

1. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a First Time.
2. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a Second Time.
3. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be Read a Third Time.
4. That Islands Trust Council Bylaw 185, cited as the "Financial Plan Bylaw, 2022/23" be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: No alternatives identified.

Prepared By: Julia Mobbs, Director, Administrative Services
Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 16, 2022

ISLANDS TRUST

Five Year Financial Plan

2022/23 - 2026/27

	election year				*election year*
Tax increase	*3.02%*	*6.80%*	*2.85%*	*0.40%*	*0.90%*
Revenue	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Fees and Sales	311,440	311,440	317,669	324,022	330,503
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	8,000	8,000	8,000	8,000	8,000
Property Tax Revenue:					
Property Tax Levy prior year	7,079,770	7,382,076	7,957,878	8,264,256	8,379,956
Non-market Growth Current Year	88,497	73,821	79,579	82,643	-
Increased Taxes in Current Year	213,809	501,981	226,800	33,057	75,420
Property Tax Revenue subtotal	7,382,076	7,957,878	8,264,256	8,379,956	8,455,376
Transfer from GRSF - for Elections	141,000	-	-	-	-
Transfer from GFSF - for Projects/General	237,700	28,000	-	-	-
Transfer from LTC Specific Reserve Fund	179,500	125,000	60,000	-	-
Transfer from Special Requisition Reserve Fund	68,400	-	-	-	-
Property Tax Levy - Bowen	325,095	344,417	362,912	367,907	347,417
Special Levy - LTCs	75,500	-	-	-	-
Interest Income	20,000	30,000	30,000	30,000	30,000
Other Income	-	-	-	-	-
Revenue Total	**9,509,211**	**9,198,235**	**9,222,837**	**9,289,885**	**9,351,295**
Expenditures					
Trust Council (no Admin or Projects)	1,114,445	992,914	1,012,772	1,033,028	1,053,688
Local Planning (no Admin or Projects)	4,532,282	4,605,556	4,696,502	4,790,683	4,885,349
Islands Trust Conservancy (no Admin or Projects)	913,158	931,421	745,049	759,950	775,149
Administration (no projects)	2,120,126	2,162,528	2,205,779	2,149,895	2,192,893
Projects - Trust Council	119,500	46,890	121,890	124,328	126,814
Projects & OCP - LPS	731,300	595,926	607,845	520,001	430,401
Projects - ITC	-	-	-	-	-
Projects - Administration	6,500	35,000	5,000	5,000	5,000
Projects - Funded by Special Levies and Special levy surplus	143,900	-	-	-	-
Projects - Funded by Grants + Other income	-	-	-	-	-
Contribution to Surplus Funds	-	-	-	25,000	-
Expenditure Total	**9,681,211**	**9,370,235**	**9,394,837**	**9,407,885**	**9,469,295**
Less non-cash items - Amortization	(172,000)	(172,000)	(172,000)	(118,000)	(118,000)
Total Cash Requirement	**9,509,211**	**9,198,235**	**9,222,837**	**9,289,885**	**9,351,295**

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 9, 2022
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	February 18, 2022

SUBJECT: **REVENUE ANTICIPATION BORROWING BYLAW**

RECOMMENDATION:

1. That Islands Trust Council Bylaw 186, cited as the "Revenue Anticipation Borrowing Bylaw 2022-23" be Read a First Time.
2. That Islands Trust Council Bylaw 186, cited as the "Revenue Anticipation Borrowing Bylaw 2022-23" be Read a Second Time.
3. That Islands Trust Council Bylaw 186, cited as the "Revenue Anticipation Borrowing Bylaw 2022-23" be Read a Third Time.
4. That Islands Trust Council Bylaw 186, cited as the 'Revenue Anticipation Borrowing Bylaw 2022-23" be forwarded to the Minister of Municipal Affairs and Housing for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The *Local Government Act* requires local governments to enact a "borrowing bylaw" before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues**.**

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1 PURPOSE:

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12,* to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval.

2 BACKGROUND:

This requirement is particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds. The bylaw specifies a limit of $1,000,000 and an interest rate not to exceed 2% per annum over bank prime. Islands Trust currently is able to borrow at an interest rate equal to the bank prime rate.

No borrowing has been required for several years.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: The ability to borrow is enabled by adoption of the bylaw.

FINANCIAL: Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Act, Section.8(3); Local Government Act, Sections 404 and 405

5 ATTACHMENT(S):

Bylaw 186 Revenue Anticipation Borrowing Bylaw

RESPONSE OPTIONS

Recommendation:
That Islands Trust Council perform three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Municipal Affairs and Housing.

Alternative: None identified.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/February 16, 2021

ISLANDS TRUST COUNCIL

BYLAW NO. 186

****

A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2022 - 2023 in Anticipation of Revenue

****

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8(3) of the *Islands Trust Act* and Sections 404 and 405 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Municipal Affairs, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2022 - 2023 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE the Islands Trust enacts as follows:

1. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw, 2022-2023".

2. The Islands Trust shall be and is hereby authorized to borrow upon the credit of the Islands Trust an amount or amounts not exceeding $1,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.

3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of the Islands Trust and the Treasurer of the Islands Trust.

4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall when received on account of the 2022-2023 budget, be used to repay the money so borrowed.

READ A FIRST TIME THIS	DAY OF	, 2022
READ A SECOND TIME THIS	DAY OF	, 2022
READ A THIRD TIME THIS	DAY OF	, 2022
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS	DAY OF	, 2022
ADOPTED THIS	DAY OF	, 2022

_____ _____

SECRETARY CHAIR

Xwe'etay/Lasqueti Archaeology Project

Report to Trust Council

#5 March 2022

To briefly recap 2021, we had a number of Zoom meetings with participants from five First Nations involved partners, and got to know each other, and some of the issues, at a distance. In the fall we held two in-person sessions on Lasqueti.

First was three days with Tla'amin Nation members that included a meal and introduction to each other, a low tide day at Marshall's beach and Lennie's lagoon, site of a large intertidal works that include a holding pool, and further intertidal works, a huge (high and long) shoreline berm and a number of house platforms. We followed up with visits to several inland and shore-side sites.

Second was a week with Guardian Watchmen and a GIS technician from Tla'amin, and Guardian Watchmen and archaeologist consultant from K'omoks Nation. We visited a number of sites around the island by way or introduction and orientation, and then spent more or less a day each, exploring several sites in different parts of the island to determine the extent of the site. Without exception they were significantly larger than recorded, and/or have further, unrecorded sites nearby. When neighbours visited us at a site, they were impressed with it, and not infrequently reported that there was a similar site nearby, across the bay or in the next bay.

Lab work is beginning to be done on the samples taken, and before long we hope to have some dates indicating when use of the site started (bottom layer of the occupied site) and when it ended (the top layer). Information should also be available about plants that were eaten and used, and who knows what else.

We have a webinar organized for Friday, March 11 – the day after our Trust Council meeting – from 10am until 11:30 or possibly noon on ways that First Nations are developing and managing their own heritage policies. Title is *Exerting Indigenous Self-Determination in Local Heritage Policy*. Representatives of four nations will give brief presentations on their Nation's policies and plans, and then there will be questions and discussions. The panelists are Jesse Morin **(**Independent Archaeologist, K'omoks First Nation, Tsleil-Waututh Nation, Takla Nation); Nola Markey **(**Cultural Heritage Director, Little Shuswap Lake Band); Ginevra Toniello **(**Archaeology and Cultural Heritage Program Manager, Tsleil-Waututh Nation); and Karen Aird (Heritage Manager, First Peoples' Cultural Council. Member of Saulteau First Nations, Treaty 8 BC).

We seek to create a space that foregrounds Indigenous voices and concerns about honouring and protecting their heritage. We want this to be a First-Nations led information exchange, but are inviting anyone interested to attend. Trustees and Trust staff have received an invitation to register and attend.

We have four weeks booked for further Xwe'etay archaeological site explorations, based on the low tide weeks of May, June, July and August. There are a significant number of intertidal sites all around the island: fish traps, clam gardens, holding ponds and other sites with so-far unknown uses. We hope to explore these, and will encourage Lasqueti people to attend and help with the exploration. We will continue to investigate sites on land, when we are invited by the landowner.

We also have booked the TeaPot House for almost the whole month of July, and hope that Nations unable to participate in our week-long sessions will be able to come and visit with us some time that month, or possibly arrange another time to visit Lasqueti.

We have established contact with Inlailawatash Partnership, a business owned and run by the Tsleil-Waututh Nation, who are doing work for the Islands Trust, and we will be cooperating and working with them whenever possible.

I'll finish by recommending that you browse through the Project's web page, https://www.lasquetiarc.ca/ where you will find lots of information on Lasqueti, and archaeology on and around Lasqueti, the Salish Sea area and wider archaeological issues. For example, by clicking the button labelled Xwe'etay Archaeology you can find and read articles about Crabapples, Herring, Fish Traps, Ancient Sea Levels, Obsidian and Trade, Clam Gardens and The Island in the Middle of Everywhere, and an article about Why Everyone Loves Archaeology.

Please feel welcome to contact me if you have any questions or comments.

Peter Johnston, Lasqueti Island locally elected trustee

ISLANDS TRUST MARCH 2022 COUNCIL - HOWE SOUND COMMUNITY FORUM UPDATE

Kate-Louise Stamford, Trustee – Gambier Island Local Trust Area

The Islands Trust provides coordination/secretariat support to the Howe Sound Community Forum.

The **Ocean Watch Action Committee**, a sub-group of the Howe Sound Community Forum, met in on January 14 to advance initiatives outlined in the Ocean Watch 2020 report. https://oceanwatch.ca/howesound/

The OWAC is a representative group of local government councillors, planning staff, First Nation councillors and NGO's from Squamish to West Vancouver. Topics at this meeting included foreshore development zoning (Squamish), eelgrass information buoys (Bowen Island).

The **Howe Sound/Átl'ḵa7tsem Biosphere** is developing its Nchu'ú7mut/Unity Plan (management plan). Contents of the plan will be co-created with First Nations, multi-sectoral stakeholders, and local communities through a collaborative, participatory approach.

The **Marine Stewardship Initiative**, formally known as the Marine Reference Guide, was a recommendation of the Ocean Watch report. The multilayered mapping database can be found here: https://howesoundguide.ca/

The next Howe Sound Community Forum will be held on April 22nd in Whistler.

First Nations engagement opportunities

The Biosphere hosted a **Howe Sound Conservation Network** zoom call on February 3rd to provide introductions between local conservancies and the new Sḵwx̱wú7mesh Úxwumixw Rights and Title staff. This was also an opportunity to learn more about the Nation's Climate Action framework. An in-person meeting is scheduled with the conservation community on March 29th at the Squamish Nation Totem Hall in Squamish.

Islands Trust

Island Trust Council
Priorities Chart

Print Date: February 18, 2022

Islands Trust Council Goals	Executive Committee	Islands Trust Conservancy
1. Ecosystem Preservation and Protection 2. Ensure human activity and development are compatible with maintenance of Trust Area ecosystems 3. Sustain Island Character and Healthy Communities 4. Effective, Efficient and Collaborative Governance	1. Islands Trust Act Amendments 2. Update Islands Trust Policy Statement 3. Climate Change Emergency 4. Business Response to COVID-19 5. First Nations Reconciliation 5. Preserve and protect marine ecosystems	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support
Financial Planning Committee	**Local Planning Committee**	**Trust Programs Committee**
1. Finalize 2022/23 budget and 5-year financial plan 2. Annual Financial Statements & Audit 3. Financial Policy Review	1. Manage Trust Council Strategic Plan Action Items 1.2., 2.2., 2.3., 2.4., 2.5., 4.4iii., 4.4 iv., and 4.8	1. Policy Statement Amendment Project 2. Secretariat Role to Forums within the Trust Area 3. Stewardship Education Program

Northern Islands Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis	Southern Islands Galiano, Mayne, North Pender, South Pender, Saturna
Ballenas-Winchelsea Islands . Advocacy for the protection and appropriate use of Crown islets. . Nanoose First Nation Relationship Building. . Implement the Protection of Coastal Douglas fir and Associated Ecosystems toolkit and Islands Trust Conservancy Regional Conservation Plan. **Denman Island** . Farming Regulations Review Project . Denman OCP and LUB Review **Gabriola Island** Develop Ecological Protection Zone . Housing Options and Impacts Review Project . UBCM Active Transportation Grant Application **Gambier Island** . Riparian Areas Regulation . Gambier OCP Comprehensive Review . Keats Island Shoreline Protection Project - Phase 3 . OCP Advocacy Policies - Implementation & Support	**Galiano Island** . Groundwater Sustainability . Rezoning of DL 64, 68, 72, 87 **Mayne Island** . Flexible Housing Regulations and Policy Review . OCP and LUB Minor Amendments . Groundwater Sustainability Project **North Pender Island** . STVR Review Project . Groundwater Sustainability Project . LUB Review Project . Soil bylaw **Saturna Island** . LUB/OCP Minor Amendments **South Pender Island** . Land Use Bylaw Amendments Project . Minor OCP Amendments . Shoreline Review Project

Northern Islands Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis
Hornby Island . Comprehensive OCP Review . Watershed Protection and Groundwater Preservation . Amend the OCP and LUB with regards to the Rural Residential land use designation and R2 zoning regarding Minimum Average Lot Area. **Lasqueti Island** . OCP/LUB Review . Freshwater Project . Model Cell Tower Strategy **Thetis Island** . Riparian Areas Regulation Implementation . Shoreline and Coastal Protection Strategy . Relationship Building with First Nations

Salt Spring
Salt Spring Island . Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection. . Protection of the Coastal Douglas-fir and Associated Ecosystems: An Islands Trust Tool Kit (2018) . Ganges (Shiya'hwt/Syowt) Village Planning . Housing Action Program

Trust Council Quarterly Meeting DRAFT Schedule
June 21-23, 2022

Tuesday, June 21	Wednesday, June 22	Thursday, June 23
	9:00 **Trust Area Services** Consent Agenda Items Director's Report TPC Work Program Decision/Discussion Items	9:00 **Closed Meeting**
10:00 **Executive Committee Meeting**		**11:00 Break**
12:00 Lunch	**Administrative Services** Consent Agenda Items Director's Report FPC Work Program Decision/Discussion Items	**New Business Items** **Trustee/Summary Updates** BC Ferries Advisory Committee Chairs Gulf Islands National Park Reserve Advisory Committee SSIWPA Howe Sound Community Forum Anchorages Roundtable Update **Priorities Chart** **September Trust Council Draft Schedule** **Disposition of Delegations and Town Hall Requests** **Correspondence**
1:00 **Call to Order and Approval of Agenda** **General Business Arising** RWMs Adoption of Minutes FUAL Trustee Round Table - topic focus		
3:00 Break	**11:00 Break**	12:00 **Adjournment (approx.)**
3:15 **Executive** Consent Agenda Item(s) EC Work Program Decision/Discussion Items CAO's Report Continuous Learning Plan **Local Planning Services** Consent Agenda Items Director's Report LPC Work Program Decision/Discussion Items	**12:00 Lunch**	
	3:00 Break	
5:00 Dinner Break	3:15	
7:00 Delegations/Public Comment		
9:00 **Adjourn for the Day**	5:00 **Adjourn for the Day**	

DRAFT

To: Honourable Katrine Conroy
Minister of Forests, Lands, Natural Resource Operations and Rural Development

RE: Urgent Action Requested to Stop Loss of Ecosystem Integrity and Resilience due to Overabundant Deer Populations on Mayne Island.

The Mayne Island Conservancy Board is sending this letter to you to express its concern for the significant damages to Mayne Island's ecosystems due to overabundant deer populations and the lack of recognition of the significance of this ecological crisis. This problem has been magnified by the escape of invasive Fallow Deer from a commercial enterprise in the 1990's, and the failure of the provincial government to take concerted action early to prevent the subsequent problems. The Conservancy feels that urgent, sustained, and meaningful action is required to solve this issue that is directly affecting, as well as compounding, the effects of other stressors at many levels by:

- increasing impact on many sensitive habitats, plant species, and successional processes in our parks, protected areas, and unfenced forest lands;
- threatening the viability of the rare and endangered Coastal Douglas-fir and associated ecosystems on Mayne Island;
- adding to ecosystem stress that is also accelerating due to impacts of the climate emergency;
- retarding the achievement of local and regional food security due to the higher costs of crop protection;
- increasing the amount of time, effort, and costs incurred by the Conservancy to protect and restore Mayne Island terrestrial environments and thus limits the impact of available resources for habitat restoration;
- native Blacktail Deer overpopulation, which is causing dramatic degradation to native plant communities, ecological processes, forest succession, and affecting all trophic levels through loss of structural habitat and food resources; and,
- exotic Fallow Deer introduction in the 1990's has compounded the environmental impacts of Blacktail Deer overpopulation by adding additional, and more intensive, browse pressure.

Parks Canada-
2013 Certificate of Appreciation

Islands Trust- 2013 Community
Stewardship Award Recipient

PO Box 31 • Mayne Island • British Columbia • V0N 2J0
Phone: 250-539-5168 • Email: info@conservancyonmayne.com • www.conservancyonmayne.com

In addition, the Coastal Douglas-fir ecosystem is ranked as at risk both globally and provincially and as such is a high priority for protection. The multiagency, cross government Coastal Douglas Fir and Associated Ecosystems Strategy (CDFAE) has as one of its stated goals that:

Additional protection and stewardship of CDFAE is secured.

For our part, the Mayne Island Conservancy has created robust programs to contribute to the goals of the Coastal Douglas Fir and Associate Ecosystems Conservation Strategy (CDFAE) and to implement its mission to conserve Mayne Island ecosystems for future generations. In doing so, it has had to, in many cases, incur additional costs and resources to protect restored areas from excessive deer browse using fencing. The Conservancy further recognises that there have been community efforts to raise the issue with the regional and provincial governments and these efforts have led to the implementation of special shooting permits and more recently removal of the hunting ban. However, from the perspective of protecting and sustaining an endangered ecological forest community and designing and applying recovery measures in support of the CDFAE goals, we are not seeing the kinds of improvements in the timeframe needed to attain and sustain the full range of CDF and associated ecosystems found on Mayne Island. The status quo is not working. None of the efforts to date have been based on any reasonable estimates of population size, distribution, or partition between the native and introduced exotic. As such, there are no measures of the efficacy of the efforts at a population level or geographic scale. These are crucial foundations to any future evidence-based plans to deal with the problem at the population level.

It is the opinion of the Mayne Island Conservancy Board that it is both a fiduciary and stewardship responsibility of the Provincial Government to both protect provincially designated ecosystems at risk, and to apply rigorous methods to reduce or eliminate human-caused threats to those ecosystems. It is also felt that this responsibility extends to funding and implementing sustained, evidence-based solutions to deer overpopulations. With respect to the impacts of the exotic Fallow Deer, these could have been avoided if the Province of BC had taken timely and appropriate action at the time of introduction, and they must now take urgent action to solve what has become a vastly more complex (i.e. sightings of Fallow Deer on adjacent islands) and divisive problem.

In closing, you should be aware that the Mayne Island Conservancy currently operates a native plant nursery using local sources of seed and plant stock. The plants produced are being used for all our restoration projects on Mayne Island. As well, the Conservancy has the capacity, with appropriate funding, to undertake the necessary studies to determine deer populations and distributions as contributions to a long-term solution to this threat.

Parks Canada-
2013 Certificate of Appreciation

Islands Trust- 2013 Community
Stewardship Award Recipient

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Phone: 250-539-5168 • Email: info@conservancyonmayne.com • www.conservancyonmayne.com

We look forward to your timely response and action on this issue.

Regards

Malcolm Inglis
President, Mayne Island Conservancy Society

c.c. Honourable John Horgan, Premier
Honourable George Heyman, Minister of Environment and Climate Change Strategy
Honourable Lana Popham, Minister of Agriculture, Food and Fisheries
Adam Olsen, MLA, Saanich North and the Islands
Peter Luckham, Chair, Islands Trust Council
Jeanine Dodds, Trustee for Mayne Island
David Maude, Trustee for Mayne Island
David Howe, Director, Southern Gulf Island Electoral Area

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Phone: 250-539-5168 • Email: info@conservancyonmayne.com • www.conservancyonmayne.com

From: McConkey, Darryn J FLNR:EX <Darryn.McConkey@gov.bc.ca>
Sent: Friday, February 18, 2022 9:58 AM
To: Clare Frater
Subject: RE: CDF description review

Hi Clare,

This was a good opportunity for me to check in with provincial ecologists from FLNRO and MOE on the latest thinking about ecosystem classification as it pertains to the CDF.

Background:

- There are multiple ecosystem and vegetation classification systems that describe ecosystems at different spatial scales.
- For example, in BC, the Biogeoclimatic Ecosystem Classification (BEC) system and the Ecoregion classification (EC) system are two systems. BEC is not in use outside of BC where the EC system and others are used nationally, in the US and internationally. Both systems divide the province into smaller and smaller units. For example from larger to smaller:
    - BEC units: Zone, Subzone, Variant, and Site Series
    - EC units: Ecoprovince, Ecoregion, Ecosection
- The BC Ministry of Environment Conservation Data Centre (CDC) uses the term 'Ecological Community' as the unit to describe ecosystems and they are treated similarly to species in that they are assessed and assigned conservation status ranks. The CDC uses the BEC system as well and in some instances site series are 'rolled-up' into a higher level of classification as they are recognized as the same ecosystem.

The CDF:

- Technically speaking, the CDF zone in BC is actually the Coastal Douglas-fir Moist Maritime (CDFmm) Biogeoclimatic Subzone. There is no other BEC Subzone or smaller-scale BEC Variants and it is the only CDF BEC unit described in BC.
- Due to differences in the ecosystem/vegetation classification systems in the US, the extent of the CDFmm subzone is unknown but very likely occurs in the San Juan islands. This is reflected in the current published literature. It is possible that it also exists in other small pockets along/near the coast of the adjacent mainland WA state.
- If it were to be mapped in the US, the larger-scale CDF BEC Zone would likely go further south through WA and possibly into OR.

Conclusion:

- To reflect it is the only BEC unit in BC and to simplify communication, the Coastal Douglas-fir Moist Maritime (CDFmm) Biogeoclimatic Subzone is commonly referred to as the 'CDF zone'.
- The majority of the ecosystems in the CDFmm Subzone are unique to that BEC unit, are globally rare and at-risk. This is reflected by their provincial and global status rankings.
- BC has the majority of the global range of these ecosystems and therefore, the responsibility for their conservation and stewardship.
- All of the statements in the links you provide are essentially accurate as they apply to CDF ecosystems in BC and in the context that the 'CDF zone' refers to the Coastal Douglas-fir Moist Maritime (CDFmm) Biogeoclimatic Subzone.

I hope this helps. Let me know if you have any questions or would like more details.

Darryn McConkey, RPBio
Senior Ecosystem Biologist
FLNRORD West Coast Region
(250) 739-8237
Darryn.McConkey@gov.bc.ca

From: Clare Frater <cfrater@islandstrust.bc.ca>
Sent: January 28, 2022 1:50 PM
To: McConkey, Darryn J FLNR:EX <Darryn.McConkey@gov.bc.ca>
Subject: CDF description review

Hi Darryn,

Thanks for speaking with me this morning. As I mentioned Trust Council received a presentation from a community member in December (PowerPoint attached) and the presentation can be watched at: https://collaboratevideo.net/MaxPlayer/default.aspx?cid=isthost&pid=vod&vid=211201A&bw=720p&webcastID=IST-211201A (starts at 2:59:52). It is about a five minute presentation and he then takes questions from trustees.

As a result of the presentation, Islands Trust Council passed the following motion:

> **That Trust Council request staff to review the language used in the website and publications to ensure accuracy regarding the extent of the Coastal Douglas-fir ecosystem, with consultation with Province of BC staff experts as necessary.**

It would be very helpful to us if a provincial staff person(s) would be willing to review our materials and provide feedback as to the accuracy of statements regarding the extent of the CDF ecosystem.

This would include:
https://islandstrust.bc.ca/ss-cdf/ -introductory paragraph

https://islandstrust.bc.ca/document/protecting-the-coastal-douglas-fir-zone-associated-ecosystems-toolkit/ (Exec Summary 2nd paragraph)

https://islandstrust.bc.ca/document/galiano-coastal-douglas-fir-fact-sheet/ (introductory paragraph and last paragraph under forests at risk on 2nd page)

https://islandstrust.bc.ca/mapping-resources/interesting-facts/ (introductory paragraph)

https://islandstrust.bc.ca/document/itc-regional-conservation-plan-2018-2027-2/ (11 under Forests heading)

https://islandstrust.bc.ca/document/islands-trust-conservancy-plan-2018-2022/ (3rd paragraph)

The agenda items for our next Trust Council meeting are due by February 16. Do you think it would be possible to have a letter response from provincial staff stating that qualified staff XYZ has reviewed these materials for accuracy and provide any recommendations for changes by then? The letter could be addressed to me.

Thanks for considering this request,

Clare Frater (she, her, hers)
Director, Trust Area Services
Islands Trust
200-1627 Fort Street | Victoria BC V8R 1H8
T 250-405-5192 | islandstrust.bc.ca
You can also reach us toll-free via Service BC 1-800-663-7867 | 604-660-2421

Preserving and protecting over 450 islands and surrounding waters in the Salish Sea

I am humbly thankful to live and work in the treaty lands and territories of the BOḰEĆEN, K'ómoks, Lək̓ʷəŋən, Lyackson, MÁLEXEŁ, Qualicum, Quw'utsun Tribes, scəw̓aθən məsteyəxʷ, Scia'new, səl̓ilwətaʔɬ, SEMYOME, shíshálh, Sḵwx̱wú7mesh, Snaw-naw-as, Snuneymuxw, Spune'luxutth, SX̌ÁUTW̱, Stz'uminus, ɬaʔəmen, toq qaymɩxʷ, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, W̱JOŁEŁP, W̱SIḴEM, Xeláltxw, Xwémalhkwu/ʔop qaymɩxʷ, and xʷməθkʷəy̓əm

From: Ian Peace [redacted]
Sent: Thursday, February 17, 2022 2:21 PM
To: Lori Foster <lfoster@islandstrust.bc.ca>
Subject: RE: GIA delegation request for March 9

Hello Lori,

Thank you, for the reminder. Please find speaking notes below.

full support to Budget proposals that specifically aim to preserve the natural ecology of the Trust Area
full support to the following highlights in the proposed 2022/23 Budget:

- Any and all work done by or on behalf of the Islands Trust Conservancy
- Climate change indicators specific to the Trust Area project
- Groundwater research and mapping for the Trust Area
- Heritage preservation overlay mapping and Model Bylaws project
- Ganges Village Planning Project, and the CDF Protection Project for Salt Spring
- Gambier LTA OCP update
- Hornby Island OCP update

Thank you,
Ian

To: Saltspring trustees of Islands Trust: Laura Patrick, Peter Grove, Peter Luckham

From: Directors of the Piers Island Association (PIA): Phil Macoun, Sandra Brunham, Burke Stancill, Charl Young, Grant Warrington, Kevin Isherwood, Alan Bryce

RE: SPECIAL PROPERTY TAX TO FUND THE SSIWPA

We are following up on the letter you received from Piers Islander Gerry Kristianson, dated February 2, 2022 and attached below. In his letter, Mr. Kristianson objects to the application to Piers Islanders of the Special Property Tax that funds the Saltspring Watershed Protection Alliance (SSIWPA).

PIA directors are tasked with supporting Piers Islanders through a range of activities that benefit all members of our association, including stewardship of communal lands and other environmental initiatives. In previous meetings with you we sought your support for some of these activities. One such request was support for our co-op water taxi shuttle service, created to provide transportation between Piers and Vancouver islands to reduce the number of runs made by private boats. You declined to support this request. At a meeting with you on Piers we brought up the SSIWPA tax and asked that our share of it be returned to us for our own island projects. You declined this request as well.

The Piers Island Improvement District (PIID) recently replaced our aging water tower—at great expense to Piers Islanders, whom the PIID taxed to fund the project. Islanders' portion of the SSIWPA tax would have helped reduce the tax burden incurred to complete this essential upgrade to our water supply infrastructure. How do you think Saltspring Islanders would have felt about being taxed to support this project?

Mr. Kristianson outlined our case well, so there's no need to repeat his points. What we now ask is that you address our request to have our portion of this tax returned to us. This unilateral tax, where Saltspring levies a tax on Piers that has absolutely no benefit to Piers Islanders, is grossly unfair.

Sincerely,

Directors of the PIA
Phil Macoun, Sandra Brunham, Burke Stancill, Charl Young, Grant Warrington, Kevin Isherwood, Alan Bryce

Attachment:
February 2, 2022 letter from G. Kristianson

To: Saltspring Island Trustees: Laura Patrick, Peter Grove, Peter Luckham

As a property owner and permanent resident on Piers Island, I wish to lodge a formal protest against the proposal to continue a Special Property Tax Requisition to fund the entity known as the Salt Spring Island Watershed Protection Alliance (SSIWPA).

Under the heading "Water Sustainability", the Trust budget documents state that the purpose of the requisition is "**to coordinate freshwater sustainability work on Salt Spring Island**." This is reinforced by details that make clear the work of the Alliance is restricted to activities on Salt Spring Island.

Past correspondence with elected trustees and staff of the Local Trust Area has resulted in repeated refusals either to exempt Piers Island property from the requisition or to apply an appropriate portion of the resulting funds to activity consistent with Bylaw 154 which states that the purpose of the tax is **"protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area**".

Limiting use of the funds to an entity whose purpose is **"to coordinate freshwater sustainability work on Salt Spring Island"** not only contradicts Bylaw 154's reference to the local trust area but also paragraph 7 of the bylaw which states that "for certainty, the SS LTA may not further delegate any power that has been delegated by the bylaw". There is an obvious substantive difference between freshwater activity "on Salt Spring Island" as distinct from activity "within the Salt Spring Local Trust Area". In other words, at present properties on Piers Island are to taxed for an activity and series of projects from whose benefits they are excluded.

One of the first interactions between Piers Islanders and the Trust came when some of your predecessors attempted without success to force us to sever our well-established water connection with Greater Victoria. Without any help from the Trust, property owners on Piers provide through our improvement district the reliable distribution of potable water as well as a fresh water reservoir system for firefighting. If the Trust insists on continuing to impose the special levy, then surely it has an obligation to make an appropriate share of the funds available to the Piers Island Improvement District which can put the money to good use "protecting the quality and quantity" of our island's fresh water resources consistent with the terms of Bylaw 154.

Gerald Kristianson

Piers Island

From: Jacinthe <[redacted]
Sent: Tuesday, February 15, 2022 8:16 AM
To: Executive Admin <execadmin@islandstrust.bc.ca>
Cc: David Marlor <dmarlor@islandstrust.bc.ca>; Stefan Cermak <scermak@islandstrust.bc.ca>; Russ Hotsenpiller <rhotsenpiller@islandstrust.bc.ca>
Subject: Delegation to Trust Council meeting in March 2022

Dear Council,

It was confirmed by members of your Staff that the meaning of 'a residential density' is not universal in the Trust Area.
I ask Trust Council to define "a residential density" and to add that definition to the relevant section of the Islands Trust Policy Statement.
For obvious reasons, I feel that 'our' planning language should have the same meaning throughout the Trust Area,

Thanking you for your consideration,

Jacinthe Eastick
[redacted]
Gabriola Island, BC
V0R 1X7

From: HHolm <[redacted]
Sent: Sunday, February 13, 2022 12:38 PM
To: Executive Admin <execadmin@islandstrust.bc.ca>
Subject: Feb. 13-22 re submission to March 8-10- Trust Council

Hello,

Please accept this email as a request to add the attached submission to the agenda of the March 8-10/22 Trust Council quarterly meeting.

While the submission was originally sent to the Governance and Management Review Select Committee, it did not fit within the committee's schedule or that of the consultants. As a consequence, my concerns and advice as a past trustee should have its voice at Trust Council.

Thanks,

Harlene Holm

Chair Lee Middleton:

I begin my submission to the Governance and Management Review Select Committee with a disclaimer followed by a quote that encapsulates the core of my analysis.

Disclaimer: Nothing in my submission is critical of Trust staff but rather of the elected representatives and the structures created by and/or enabled by those bearing the title trustee.

On May 9/21 long-serving past trustee and two term Vice Chair Louise Bell wrote:

"The Islands Trust is not here to promote residential land use and address social problems. Remember, it was increasing development that triggered the creation of the Trust in the first place. The Act makes it clear that the Trust is intended to protect this area for the benefit of all British Columbians, as well as for the residents of the area. Surely that means protecting the environment — the ecological values, biodiversity, species habitat and, in particular, the forests — so that these characteristics are sustained for years to come. It is time for Trust Council to acknowledge that its work over the past two decades has broadened to such extent that this objective is no longer recognized as the primary raison d'être, much less given the attention and resources that it merits."

Requiem for the Islands Trust

The Trust has lost the confidence of many residents in the island communities by trying to address issues that are beyond its scope with remedies that are doomed to failure.

Watering down the Trust mandate and relentlessly bringing Trust policies in line with the policies of Provincial ministries makes the Trust indistinguishable from municipalities with the exception of enforcement capacity or consistency. 'Happy talk' (defined as everything is wonderful and inclusive) and modern buzzwords such as flexibility and engagement along with virtue advertising have taken the place of substance. The best analogy is the Aesop fable of the man and his donkey: "Please all, and you will please no one." (see attachment # 1)

The most stunning example of equivocation is the reinterpretation of the Trust mandate that rests on a faulty understanding of the rules of grammar. By the rules of grammar the Trust mandate that states, in part, "the trust area and its unique amenities and environment," the adjective "unique" equally modifies both the nouns "amenities" and "environment." That means that the nouns could swap places and the message would remain intact. For example, "unique amenities and environment" could equally read "unique environment and amenities." "Unique" is defined as meaning unequaled, sole, distinct and unusual. Nothing in the mandate carries the banner for promoting housing and transportation to preserve and protect the unique environment or amenities of the Trust area (note the mandate designates "area").

Grammar is the code that makes language work. Aside from happy talk and virtue advertising, the reason the draft Trust Policy Statement is so wordy are the bureaucratic/legalistic contortions to make a single meaning plain in every parallel statement. The result is tedium rather than clarity.

That is not to say that housing and transportation are not issues, but encouraging people to believe that the Trust has the capacity to solve issues beyond its jurisdiction is disastrous.
If the Trust continues to abandon its initial mandate in order to please everyone, the result will continue to encourage pressure from lobby groups who see that lobbying pays off and, unfortunately, turn-off those who are willing to defend the original Trust mandate.

Take for example, efforts by Local Trust Committees to suspend enforcement of bylaw infractions or add densities by claiming these aren't really densities. Have these efforts succeeded in pacifying anyone? Densification will not solve the housing crisis but it can scuttle the carrying capacity of the environment. (see attachment # 2 Affordable Housing—No Silver Bullet)

On January 12/22, the Executive Committee passed motions to seek funding to undertake "climate risk and vulnerability assessments" and to facilitate affordable housing projects. These initiatives create expectations. Expectations escalate demands and criticism which, in turn, create pressure for the Trust solve the problems.

"Climate risks and vulnerability assessments" are too late by more than a decade. The real question is what can and will the Trust do to reduce the existing and accelerating climate risks. The answer to this key question lies with islanders who must live with the threat of drought, wild fires, heat domes, weather bombs and rising sea level. We need to make difficult decisions about how we live on these islands and on the planet.

Why not talk to us rather than at us —the collective "us" who need the opportunity to reach difficult solutions that protect and preserve the trust area and its unique amenities and environment.

Draft Trust Policy Statement 2.0

Draft 2.0 of the Trust Policy Statement is based on an expanded mandate to promote the needs and desires of rapidly expanding communities. Policies addressing carrying capacity and build-out are absent. The core tenet seems to be don't look up.

Draft 2.0 does not seriously address "climate change" aside from the preamble's happy talk. In essence, the present day Trust appears to be reinterpreting the original Trust Policy Statement by adding flexibility, modernizing and dealing with new realities as if preserving and protecting the unique environment and amenities of the Trust area was passé.

The draft is unreadable, perhaps intentionally so. The wording follows the pattern of a legal document rather than following the dictates of good grammar and a desire to communicate. For example, "Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws" is repeated nine statements in a row.

Land use planners form the core of Trust staff. Planners are taught to plan for growth —not to preserve and protect fragile environments. However, these are bright and capable individuals who can and are expected to follow the direction of the trustees who set priorities. As a clear guide for both trustees and staff, the draft Policy Statement is often silent or caught in contradictions, most of which stem from trying to serve pressure for increased development.

Can anyone in the Trust cite an instance wherein densification or turning a blind eye to violations has benefited the unique environment and amenities of an island and not simply invited urbanization, densification and mob rule?

Trust staff, Trust committees and Trust Council drafted 2.0, leaving a narrow gap for public input. With foreboding, I await the public engagement phase as designed by a consulting firm and rendered pretty with illustrations, graphs and sequence arrows by a second consulting firm. A shift to a less passive verb than "engagement" —such as "participation" or "involvement"— might inspire real opportunities for cooperation.

Governance

I was a trustee during the late 1970's and early 80's and have witnessed the Trust shift from a grassroots and collaborative paradigm to a formal hierarchical and managerial framework.

As a trustee, I could talk to my fellow trustee to sort out workloads and concerns; I could talk with anyone in the community about issues. Also, I didn't need to be unemployed or under employed to be a trustee because Trust meetings were scheduled Friday to Sunday and not Tuesday to Thursday. My honorarium covered my hiring a substitute for the three Fridays a year that coincided with my work schedule with some small change left over; nothing to inspire running for trustee as a means of livelihood.

I benefited from the experience and community outreach of an active Advisory Planning Commission (APC), one that met on a monthly basis with trustees in attendance to listen and field questions. Two APC members —Louise Bell and Bill Limin— went on to serve as trustees. In comparison, the modern day APC can undergo an entire term without receiving a referral and, when asked to provide advice, be given a seemingly minor task.

There will always be difficult issues to resolve. The early Trust dealt with a number of antagonistic governments. At one point, the Trust was abolished (temporarily) and reinstated thanks to overwhelming public support. Would the public rise up to protect today's Trust?

And, thus I am where this submission began with Requiem for the Islands Trust except that I want to believe that governance changes might recoup public involvement and confidence in what began as an inspirational example of the democratic process.

A key influence on governance is the current attitude of decision-makers toward those they govern and the structures designed to bolster these attitudes. If the public is seen as foolish and unpredictable, walls will be built to insulate the decision-makers from the public. These walls shape how information is shared, how committees and meetings are structured, and whose decisions count.

Ideas for change:

1. Recognize and reverse the shift to formalized hierarchy and bureaucratic ascendancy within the Trust. The present pattern is a classist system. The Executive Committee is at the pinnacle of the hierarchy and island residents are the rabble who pay the bills and sit through endless PowerPoints with a 5 to 10 minute opportunity to say their bit (if permitted) amid agendas and reports that absorb the decision-making class.

2. Reduce Executive Committee powers. The Executive Committee has oversight over Local Trust Committees, Trust staff, Trust Council and projects undertaken by the Council. The Regional Planning Committee, Financial Committee, and Trust Programs Committee include trustees "appointed by the Council Chair with one Executive Committee member as assigned by the Council Chair." The Chair of Trust Council is an ex-officio member of the Regional Planning Committee. The Chair of the Executive Committee sits on the Governance and Management Review Select Committee. The staff organizational structure does not indicate the source of oversight but the source is an easy guess.

3. Insist that Trust planners receive the same pay scale as municipal planners. This is absolutely necessary if the Trust is to attract and retain skilled planners who are willing to work to further the Trust mandate. Be aware that the turnover of staff and paucity of qualified applicants may reflect a toxic work culture. Hierarchies, by their very nature, nurture

dissatisfaction. Finally, elected trustees can best protect staff from public criticism by directly taking responsibility for any criticism. In other words, the buck stops with the politicians.

4. Return to at least 8 regular Local Trust Committee (LTC) meetings rather than the current 4-5 per year to avoid an overloaded agenda that begins with seemingly leisurely trustee exchanges and concludes at full speed. Advertise the meetings on island and post the agenda packages on time. Treat Town Hall sessions and delegations with respect rather than the forbearance of a tooth extraction. Indicate that members of the LTC have heard by additional words beyond "Times up!" Work with islanders to develop meeting protocols and follow up if problems occur. Problems are not necessarily created solely by the public. For example, at its February16/20 meeting, the Denman LTC adopted "Guidelines for Public Participation During Local Trust Committee Meetings" wherein delegations "must present new ideas or information that is not otherwise being considered by the LTC."

5. Clearly define the voting/input role of the LTC Chair beyond the responsibility to run the meeting. Is she/he a free wheeling member of the LTC who can team up with trustee A to defeat trustee B or vote against trustees A and B because of a difference of opinion? As a member of the Executive Committee and a non-resident, the LTC Chair should speak and vote as a representative of the Trust Act and Trust Policy Statement. Such input would be both valuable and objective.

6. Stop siloing information and documents so no single island knows what solutions have been found or bylaws written for other islands in the Trust. For a dozen years, I pushed for an accessible repository of Housing Agreements adopted for housing projects and was told every island is different. Try asking what regulatory bylaws exist regarding density transfers. Denman Island will soon have an island-wide zone to permit applications for multi-family rental housing as a consequence of a simple rezoning application to allow for the creation of 8 units of rental housing for low income seniors. Is this Trojan Horse phenomena occurring on other islands wherein low density applications are used to pave the way for high density zoning?

7. Find ways to foster knowledgeability and diversity on LTCs, Trust Council and Trust Committees. Otherwise, the next election will be fought by developers, single issue angry islanders and those looking for an income. The present governance model stifles participation and capacity building to the point that those who believe in the Trust mandate will find other ways to serve the community rather than run for election.

8. Translate the draft 2.0's multiple window-dressing references to "local knowledge" into actual use of local knowledge. The dismissal of local knowledge is pervasive. I can offer three examples that are the pattern not the exception: (i) a qualified islander applied to conduct the Sensitive Ecosystems Mapping Project and the contract was awarded to a consulting firm on Vancouver Island; (ii) community members on the Denman Farm Plan Steering Committee were, in fact, only necessary to secure a funding grant for the collaboration of the Trust and Ministry of Agriculture to produce a plan that runs roughshod over island scale and needs; and (iii) the Trust reliance of its antiquated and superficial source of water quality and quantity information over that of local knowledge and data.

9. Documents issued by the Trust should reflect the goal of communication rather than pattern replication and repetition. Also, please record Trust meetings, at all levels, so that the public gains insight into the discussions and decisions.

Thank you for reading my submission.

Harlene Holm [redacted] Denman Island
February 3, 2022

Attachment # 1

Aesop Fable re: people's expectations

A Man and his son were once going with their Donkey to market. As they were walking along by its side a countryman passed them and said: "You fools, what is a Donkey for but to ride upon?"

So the Man put the Boy on the Donkey and they went on their way. But soon they passed a group of men, one of whom said: "See that lazy youngster, he lets his father walk while he rides."

So the Man ordered his Boy to get off, and got on himself. But they hadn't gone far when they passed two women, one of whom said to the other: "Shame on that lazy lout to let his poor little son trudge along."

Well, the Man didn't know what to do, but at last he took his Boy up before him on the Donkey. By this time they had come to the town, and the passers-by began to jeer and point at them. The Man stopped and asked what they were scoffing at. The men said: "Aren't you ashamed of yourself for overloading that poor donkey of yours and your hulking son?"

The Man and Boy got off and tried to think what to do. They thought and they thought, till at last they cut down a pole, tied the donkey's feet to it, and raised the pole and the donkey to their shoulders. They went along amid the laughter of all who met them till they came to Market Bridge, when the Donkey, getting one of his feet loose, kicked out and caused the Boy to drop his end of the pole. In the struggle the Donkey fell over the bridge, and his fore-feet being tied together he was drowned.

"That will teach you," said an old man who had followed them: "Please all, and you will please none."

Attachment # 2

Affordable Housing - No Silver Bullet

As reported in the October 28/21 issue of the *Times Colonist*, "Years of concern about how municipal public hearings can act as a barrier to easing the housing shortage are behind a legislative move [by] the NDP government…"

On November 3/21, the Provincial government passed legislation giving local governments the option to not hold a public hearing if a zoning change is consistent with an Official Community Plan — even if the zoning proposal is contentious within the community.

It's possible that the "barrier" actually lies with government rather than with public hearings.

This barrier is public distrust arising from the government's affordable housing track record as exemplified in three high profile cases.

In 1993, the federal government stopped funding new social housing and in 1996 transferred the management of existing federal housing and the responsibility for new social housing to the provinces. Thus began the partnership with developers that has earned province-wide infamy.

In 2008, the once federally-funded Little Mountain site, housing 224 low income families, was sold to a developer. The housing was demolished in 2009. According to an August 31/21 article in the *Vancouver Sun*, "The provincial government under the B.C. Liberals gave the property's buyer…a $210.9 million mortgage …not [to] begin accruing interest until 2026." The developer's task was to build 234 units of non-market housing for transfer back to BC Housing. In 2015, the developer completed 47 one-bedroom and 6 two-bedroom units under a five storey roof.

Keeping with high-profile trust-breaking, consider the Woodward Tower development. Lower East side residents needed affordable housing and a grocery store; instead, they got gentrification: 536 market housing condos, an SFU School for Contemporary Arts, up-scale businesses and, least and certainly out of sight, 200 social housing units.

Remember the Olympic Village promise of social housing? On site social housing is currently being displaced to make way for an eventual tripling of market housing units.

Vague definitions of *affordable* housing contribute to the lack of trust. What does no-more-than-30%-of-income mean when applied to all income levels? And, what exactly is meant by *near market* especially given soaring housing costs.

Communities fear that 'affordable' housing will create densification, low income earners will benefit the least, partnerships will reflect the developer's best interests, and a BC Housing cookie-cutter building design and tenancy formula will be applied to urban and rural areas alike.

The November 3/21 legislation allows municipalities, regional districts and the Islands Trust to turn a deaf ear to a community's concerns regarding the environmental carrying capacity, location, density, configuration and tenancy of a development proposal if an Official Community Plan gives a generic nod to affordable housing.

Muting concerns will not solve the housing crisis.

Indeed, government appears to have a significant disincentive to addressing a housing crisis that displaces many who once could afford home ownership and who now add to the demand for rental accommodation.

The Provincial government profits from housing commodification via its land transfer tax. The tax formula is 1% of the fair market value up to and including $200,000 and then 2% of the value up to $2,000,000. For example, an $800,000 housing sale generates $14,000 for the coffers.

In addition, BC Housing and CMHC are corporations using our tax dollars to conduct an affordable housing mortgage business. Community-based options such as cooperative housing and low-density models don't fit the mortgage modus operandi. Mortgage debt, in conjunction with the generic 30% of income definition of affordable, inevitably skews rentals toward higher income tenants.

However, positive remedies do exist.

Replace the 30% 'everyone' formula by defining affordable rental housing as meeting the needs of low income earners. Stop awarding density increases to benefit developers' bottom line. And, base rent on income rather than the cost of living (consumer spending) index.

Land transfer tax revenues should go, in part, to house those who are unhoused. The 2% portion of the land transfer tax (sales over $200,000) could buy land and build low density housing for community projects without the prohibitive burden of a mortgage clawback.

Housing held solely for investment and/or for the purpose of money-laundering should be subject to a penalty throughout the province. Empty houses are the black holes of the housing crisis.

Communities also have a role to play. Residents must insist that carrying capacity should dictate all land use decisions, especially in the context of the escalating climate crisis. Neither residents' kind hearts nor recruitment of service providers justifies densification.

Finally, the federal government needs to reinstate social housing funding as per the pre-1993 model as well as find a solution to the ultra-low interest rates that invite real estate speculation.

It's delusional for government to believe that silencing the public and partnering with developers will provide affordable housing.

Harlene Holm

Christine Ferris and Doug Hopwood
[redacted]
Qualicum Beach, BC V9K 1H8
February 10, 2022

Islands Trust Council
Islands Trust
200 – 1627 Fort Street
Victoria, BC V8R 1H8

Re: Endorsement of Bill C-216 to Save Lives

Dear Trust Council,

We are writing to ask Islands Trust Council to endorse a private member's bill which has recently been introduced to Parliament. Bill C-216 is "An Act to Amend the Controlled Drugs and Substances Act and to Enact the Expungement of Certain Drugs-related Convictions Act and the National Strategy on Substance Use Act." (Bill C-216 is attached).

Canada is experiencing a drug overdose crisis. The number of overdose deaths is staggering. On February 9, 2022, the British Columbia Coroner announced that more than 2200 people died from overdose of illicit drugs in 2021, an increase of 26% over 2020 and an average of 6 deaths per day. The drug supply has become so toxic that even those who are occasional or first time users are at risk of death. Those who died were people with the potential to have meaningful and productive lives. They were loved. They will be missed.

Many people who use drugs are dealing with pain, grief and trauma. It is time to start treating drug use as a health matter rather than a criminal offence. We need to stop people from dying before they have the chance to make constructive changes in their lives. The measures contained in Bill C-216 will save lives. Bill C-216 will move us in the direction of treating drug use with compassion and an understanding of the complexities of circumstances that lead to drug use, the range of treatment options needed and the barriers to treatment and recovery.

The Town of Cumberland, Comox Valley Regional District, the advocacy group "Moms Stop the Harm" and many others have endorsed Bill C-216. The Canadian Association of Police Chiefs, the British Columbia Provincial Government, the BC Provincial Health Officer, and the City of Vancouver, have all supported decriminalization of small amounts of controlled substances for personal use.

We suggest that endorsements be sent to the Prime Minister of Canada, the Minister of Mental Health and Addictions, the Minister of Health and the Minister of Justice. (See next page for contact data).

We hope Islands Trust Council will voice your strong support for Bill C-216.

Thank you, Chris Ferris Doug Hopwood

Contact Data

Prime Minister of Canada

Right Honourable Justin Trudeau
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2
Fax: 613-941-6900
Email:justin.trudeau@parl.gc.ca

Minister of Mental Health and Addictions

Honourable Carolyn Bennett
Minister of Mental Health and Addictions
House of Commons
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Fax: 613-947-4622

Minister of Health

Honourable Jean-Yves Duclos
Minister of Health
House of Commons
Ottawa, Ontario K1A 0A6
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Minister of Justice

Honourable David Lametti
Minister of Justice and Attorney General of Canada
House of Commons
Ottawa, Ontario K1A 0A6
Email: David.Lametti@parl.gc.ca

First Session, Forty-fourth Parliament,
70 Elizabeth II, 2021

HOUSE OF COMMONS OF CANADA

BILL C-216

An Act to amend the Controlled Drugs and Substances Act and to enact the Expungement of Certain Drug-related Convictions Act and the National Strategy on Substance Use Act

FIRST READING, DECEMBER 15, 2021

MR. JOHNS

Première session, quarante-quatrième législature,
70 Elizabeth II, 2021

CHAMBRE DES COMMUNES DU CANADA

PROJET DE LOI C-216

Loi modifiant la Loi réglementant certaines drogues et autres substances et édictant la Loi sur la radiation de certaines condamnations liées à la drogue et la Loi sur la stratégie nationale sur l'usage de substances

PREMIÈRE LECTURE LE 15 DÉCEMBRE 2021

M. JOHNS

441075

SUMMARY

This enactment amends the *Controlled Drugs and Substances Act* to repeal a provision that makes it an offence to possess certain substances. It also makes consequential amendments to other Acts.

In addition, it enacts the *Expungement of Certain Drug-related Convictions Act*, which establishes a procedure for expunging certain drug-related convictions and provides for the destruction or removal of the judicial records of those convictions that are in federal repositories and systems.

Finally, it enacts the *National Strategy on Substance Use Act*, which requires the Minister of Health to develop a national strategy to address the harm caused by problematic substance use.

SOMMAIRE

Le texte modifie la *Loi réglementant certaines drogues et autres substances* afin d'abroger une disposition qui érige en infraction la possession de certaines substances. Il apporte également des modifications corrélatives à d'autres lois.

De plus, il édicte la *Loi sur la radiation de certaines condamnations liées à la drogue*, qui établit une procédure permettant de radier certaines condamnations liées à la drogue et prévoit la destruction ou la suppression de tout dossier judiciaire relatif à de telles condamnations des répertoires ou systèmes fédéraux.

Enfin, il édicte la *Loi sur la stratégie nationale sur l'usage de substances*, qui prévoit l'obligation pour le ministre de la Santé d'élaborer une stratégie nationale pour s'attaquer aux méfaits causés par l'usage problématique de substances.

Available on the House of Commons website at the following address:
www.ourcommons.ca

Disponible sur le site Web de la Chambre des communes à l'adresse suivante :
www.noscommunes.ca

1st Session, 44th Parliament,
70 Elizabeth II, 2021

HOUSE OF COMMONS OF CANADA

BILL C-216

An Act to amend the Controlled Drugs and Substances Act and to enact the Expungement of Certain Drug-related Convictions Act and the National Strategy on Substance Use Act

Her Majesty, by and with the advice and consent of the Senate and House of Commons of Canada, enacts as follows:

Short Title

Short title

1 This Act may be cited as the *Health-based Approach to Substance Use Act*.

PART 1

1996, c. 19

Controlled Drugs and Substances Act

Amendments to the Act

2 Paragraph (a) of the definition *designated substance offence* in subsection 2(1) of the *Controlled Drugs and Substances Act* is replaced by the following:

(a) an offence under Part I, or

3 Sections 4 and 4.1 of the Act are repealed.

4 Subsection 47(1) of the Act is replaced by the following:

1re session, 44e législature,
70 Elizabeth II, 2021

CHAMBRE DES COMMUNES DU CANADA

PROJET DE LOI C-216

Loi modifiant la Loi réglementant certaines drogues et autres substances et édictant la Loi sur la radiation de certaines condamnations liées à la drogue et la Loi sur la stratégie nationale sur l'usage de substances

Sa Majesté, sur l'avis et avec le consentement du Sénat et de la Chambre des communes du Canada, édicte :

Titre abrégé

Titre abrégé

1 *Loi sur une approche axée sur la santé concernant l'usage de substances.*

PARTIE 1

1996, ch. 19

Loi réglementant certaines drogues et autres substances

Modification de la loi

2 La définition de *infraction désignée*, au paragraphe 2(1) de la *Loi réglementant certaines drogues et autres substances*, est remplacée par ce qui suit :

infraction désignée Soit toute infraction prévue par la partie I, soit le complot ou la tentative de commettre une telle infraction, la complicité après le fait à son égard ou le fait de conseiller de la commettre. (*designated substance offence*)

3 Les articles 4 et 4.1 de la même loi sont abrogés.

4 Le paragraphe 47(1) de la même loi est remplacé par ce qui suit :

441075

Time limit

47 (1) No summary conviction proceedings in respect of an offence under subsection 32(2) or the regulations or in respect of a contravention of an order made under section 45.1 or 45.2 shall be commenced after the expiry of one year after the time when the subject matter of the proceedings arose.

5 Schedules I to IV of the Act are amended by replacing the references after the schedule heading with the following:

(Sections 2, 5 to 7.1, 10, 29, 55 and 60)

Consequential Amendments

R.S., c. C-46

Criminal Code

6 Paragraph 462.48(1)(a) of the *Criminal Code* is replaced by the following:

(a) an offence under Part I of the *Controlled Drugs and Substances Act*;

7 Paragraph 553(c) of the Act is amended by adding "or" at the end of subparagraph (viii.1), by striking out "or" at the end of subparagraph (ix) and by repealing subparagraph (x).

2000, c. 17; 2001, c. 41, s. 48

Proceeds of Crime (Money Laundering) and Terrorist Financing Act

8 Subparagraph 11.11(1)(d)(ii) of the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* is replaced by the following:

(ii) the *Controlled Drugs and Substances Act*,

Prescription

47 (1) Les poursuites par procédure sommaire pour infraction au paragraphe 32(2) ou aux règlements ou pour une contravention à un arrêté pris en vertu des articles 45.1 ou 45.2 se prescrivent par un an à compter de la perpétration ou de la contravention.

5 Les renvois qui suivent les titres des annexes, aux annexes I à IV de la même loi, sont remplacés par ce qui suit :

(articles 2, 5 à 7.1, 10, 29, 55 et 60)

Modifications corrélatives

L.R., ch. C-46

Code criminel

6 L'alinéa 462.48(1)a) du *Code criminel* est remplacé par ce qui suit :

a) soit une infraction prévue à la partie I de la *Loi réglementant certaines drogues et autres substances*;

7 Le sous-alinéa 553c)(x) de la même loi est abrogé.

2000, ch. 17; 2001, ch. 41, art. 48

Loi sur le recyclage des produits de la criminalité et le financement des activités terroristes

8 Le sous-alinéa 11.11(1)d)(ii) de la *Loi sur le recyclage des produits de la criminalité et le financement des activités terroristes* est remplacé par ce qui suit :

(ii) une infraction prévue par la *Loi réglementant certaines drogues et autres substances*,

PART 2

Expungement of Certain Drug-related Convictions Act

Enactment of Act

Enactment of Act

9 The *Expungement of Certain Drug-related Convictions Act* is enacted as follows:

An Act to establish a procedure for expunging certain drug-related convictions

Short Title

Short title

1 This Act may be cited as the *Expungement of Certain Drug-related Convictions Act*.

Interpretation

Definitions

2 The following definitions apply in this Act.

Board means the Parole Board of Canada. (*Commission*)

Chairperson means the Chairperson of the Board designated under section 104 of the *Corrections and Conditional Release Act*. (*président*)

Powers, Duties and Functions

Powers of Board

3 The Board may, in accordance with this Act, order or refuse to order expungement of a conviction in respect of an offence under section 4 of the *Controlled Drugs and Substances Act*, as that Act read immediately before the day on which the *Health-based Approach to Substance Use Act* came into force, if the activity that is the subject of the offence would not have constituted an offence under the *Controlled Drugs and Substances Act* or any other Act of Parliament had it been conducted on or after that day.

PARTIE 2

Loi sur la radiation de certaines condamnations liées à la drogue

Édiction de la loi

Édiction de la loi

9 Est édictée la *Loi sur la radiation de certaines condamnations liées à la drogue*, dont le texte suit :

Loi établissant une procédure de radiation de certaines condamnations liées à la drogue

Titre abrégé

Titre abrégé

1 *Loi sur la radiation de certaines condamnations liées à la drogue*.

Définitions

Définitions

2 Les définitions qui suivent s'appliquent à la présente loi.

Commission La Commission des libérations conditionnelles du Canada. (*Board*)

président Le président de la Commission désigné en vertu de l'article 104 de la *Loi sur le système correctionnel et la mise en liberté sous condition*. (*Chairperson*)

Attributions

Pouvoirs de la Commission

3 La Commission peut, conformément à la présente loi, ordonner ou refuser d'ordonner la radiation d'une condamnation à l'égard d'une infraction prévue à l'article 4 de la *Loi réglementant certaines drogues et autres substances*, dans sa version antérieure à la date d'entrée en vigueur de la *Loi sur une approche axée sur la santé concernant l'usage de substances*, dans le cas où l'activité visée par l'infraction n'aurait pas constitué une infraction à la *Loi réglementant certaines drogues et autres substances* ou à toute autre loi fédérale si elle avait été exercée à cette date ou après celle-ci.

Delegation

4 The Board, subject to the approval of the Chairperson, may confer on any of its employees or class of its employees any of its powers, duties or functions under this Act.

Délégation

4 La Commission peut, sous réserve de l'approbation du président, déléguer les attributions qui lui sont conférées par la présente loi à tout membre — ou catégorie de membres — de son personnel.

Expungement

Effects

Effect of expungement

5 (1) If the Board orders expungement of a conviction, the person convicted of the offence is deemed never to have been charged with and convicted of that offence.

Lawful act

(2) Nothing in this Act has the effect of making unlawful a lawful act or omission related to the expunged conviction that was committed prior to the expungement order.

Royal prerogative

6 Nothing in this Act in any manner limits or affects Her Majesty's royal prerogative of mercy.

Procedure

Application

7 (1) A person who has been convicted in respect of an activity described in section 3 may apply to the Board for an expungement order.

Form, manner and content

(2) An application for an expungement order must be in the form and manner determined by the Board and must include a sworn statement or solemn declaration by the applicant that the conviction in question is in respect of an activity described in section 3.

No fee payable

(3) No fee may be imposed in respect of an application made under subsection (1).

Incomplete application

8 If the Board determines that an application is incomplete, the Board may return it to the applicant at any time.

Radiation

Effets

Effet de la radiation

5 (1) Lorsque la Commission ordonne la radiation d'une condamnation, la personne condamnée est réputée n'avoir jamais fait l'objet d'une accusation et d'une condamnation pour cette infraction.

Actes licites

(2) La présente loi n'a pas pour effet de rendre illicite un acte ou une omission licite commis relativement à une condamnation avant qu'une ordonnance de radiation n'ait été rendue pour cette condamnation.

Prérogative royale

6 La présente loi n'a pas pour effet de limiter, de quelque manière, la prérogative royale de clémence que possède Sa Majesté.

Procédure

Demande

7 (1) Toute personne condamnée pour une activité visée à l'article 3 peut demander à la Commission de délivrer une ordonnance de radiation.

Modalités et contenu

(2) La demande est présentée selon les modalités prévues par la Commission et est accompagnée d'une déclaration solennelle ou sous serment dans laquelle le demandeur déclare que la condamnation est liée à une activité visée à l'article 3.

Frais

(3) Aucuns frais ne peuvent être imposés à l'égard d'une demande présentée au titre du paragraphe (1).

Demande incomplète

8 Si elle établit que la demande est incomplète, la Commission peut, à tout moment, la retourner au demandeur.

Eligibility

9 (1) The Board must reject any application that does not relate to a conviction in respect of an activity described in section 3.

Notice

(2) The applicant must be advised in writing of the rejection of their application.

Inquiries

10 On receipt of an application, the Board may cause inquiries to be made

(a) for the purpose of determining whether the applicant is eligible to apply for an expungement order under section 7; and

(b) for the purposes of the review under section 11.

Review

11 Subject to sections 8 and 9, the Board must review the application and the evidence gathered through any inquiries and determine whether there is evidence that the activity in respect of which the application is made is prohibited under the *Controlled Drugs and Substances Act* or any other Act of Parliament at the time the application is reviewed.

Order

Order to expunge

12 Subject to sections 8 and 9, the Board must order expungement of the conviction in respect of the offence for which the application was made if the Board's review reveals no evidence referred to in section 11.

Refusal

13 Subject to sections 8 and 9, the Board must refuse to order expungement of the conviction in respect of the offence for which the application was made if the Board's review reveals evidence referred to in section 11.

Notice to applicant

14 The Board must notify the applicant in writing of the expungement order or of its refusal to order expungement.

Destruction and Removal

Notification to RCMP

15 The Board must notify the Royal Canadian Mounted Police of any expungement order. The Board must also

Admissibilité

9 (1) La Commission rejette toute demande qui ne concerne pas une activité visée à l'article 3.

Avis

(2) Le demandeur est avisé du rejet de sa demande par écrit.

Enquêtes

10 Sur réception d'une demande, la Commission peut faire procéder à des enquêtes :

a) en vue de déterminer si le demandeur est admissible à présenter une demande de radiation en vertu de l'article 7;

b) en vue de l'examen prévu à l'article 11.

Examen

11 Sous réserve des articles 8 et 9, la Commission examine la demande et toute preuve recueillie dans le cadre d'une enquête et détermine si elles révèlent des éléments de preuve selon lesquels l'activité qui fait l'objet de la demande est alors interdite par la *Loi réglementant certaines drogues et autres substances* ou toute autre loi fédérale.

Ordonnance

Ordonnance de radiation

12 Sous réserve des articles 8 et 9, si son examen ne révèle aucun élément de preuve visé à l'article 11, la Commission ordonne la radiation de la condamnation pour l'infraction faisant l'objet de la demande.

Refus

13 Sous réserve des articles 8 et 9, la Commission refuse d'ordonner la radiation de la condamnation pour l'infraction faisant l'objet de la demande si son examen révèle des éléments de preuve visés à l'article 11.

Avis au demandeur

14 La Commission avise le demandeur par écrit de la délivrance de l'ordonnance de radiation ou de son refus de délivrer l'ordonnance.

Destruction et suppression

Avis transmis à la GRC

15 La Commission avise la Gendarmerie royale du Canada de toute ordonnance de radiation. Elle en avise

notify any superior, provincial or municipal court that, to its knowledge, has custody of any judicial record of the conviction to which the expungement order relates.

Destruction or removal by RCMP

16 As soon as feasible after receipt of a notification from the Board, the Royal Canadian Mounted Police must destroy or remove any judicial record of the conviction to which the expungement order relates that is in its repositories or systems.

Notification by RCMP

17 As soon as feasible after receipt of a notification from the Board, the Royal Canadian Mounted Police must provide notification of the expungement order to any federal department or agency, and to any provincial or municipal police force, that, to its knowledge, has custody of any judicial record of the conviction to which the expungement order relates.

Destruction or removal by departments and agencies

18 As soon as feasible after receipt of a notification from the Royal Canadian Mounted Police, each federal department or agency must destroy or remove any judicial record of the conviction to which the expungement order relates that is in its repositories or systems.

Non-application

19 Sections 16 and 18 apply despite sections 12 and 13 of the *Library and Archives of Canada Act*, subsections 6(1) and (3) of the *Privacy Act* and any other provision of an Act of Parliament.

For greater certainty

20 For greater certainty, sections 16 to 19 do not apply to documents submitted or produced in respect of an application under this Act.

R.S., c. 46

Related Amendments to the Criminal Code

10 (1) Subsection 607(1) of the *Criminal Code* is amended by striking out "and" at the end of paragraph (c), by adding "and" at the end of paragraph (d) and by adding the following after paragraph (d):

également toute cour supérieure, provinciale ou municipale qui, à sa connaissance, a la garde de tout dossier judiciaire relatif à la condamnation visée par l'ordonnance.

Destruction ou suppression effectuée par la GRC

16 Dès que possible après avoir reçu avis d'une ordonnance de radiation, la Gendarmerie royale du Canada détruit ou supprime de ses répertoires ou systèmes tout dossier judiciaire relatif à la condamnation visée par l'ordonnance.

Avis transmis par la GRC

17 Dès que possible après avoir reçu avis d'une ordonnance de radiation, la Gendarmerie royale du Canada en avise tout ministère ou organisme fédéral et toute force de police provinciale ou municipale qui, à sa connaissance, a la garde de tout dossier judiciaire relatif à la condamnation visée par l'ordonnance.

Destruction ou suppression effectuée par des ministères et organismes

18 Dès que possible après avoir reçu l'avis de la Gendarmerie royale du Canada, le ministère ou l'organisme fédéral détruit ou supprime de ses répertoires ou systèmes tout dossier judiciaire relatif à la condamnation visée par l'ordonnance de radiation.

Non-application

19 Les articles 16 et 18 s'appliquent malgré les articles 12 et 13 de la *Loi sur la Bibliothèque et les Archives du Canada*, les paragraphes 6(1) et (3) de la *Loi sur la protection des renseignements personnels* et toute autre disposition d'une loi fédérale.

Précision

20 Il est entendu que les articles 16 à 19 ne s'appliquent pas relativement aux documents soumis ou produits dans le cadre d'une demande présentée en vertu de la présente loi.

L.R., ch. 46

Modifications connexes au Code criminel

10 (1) Le paragraphe 607(1) du *Code criminel* est modifié par adjonction, après l'alinéa d), de ce qui suit :

(e) an expungement order under the *Expungement of Certain Drug-related Convictions Act*.

(2) Subsection 607(3) of the Act is replaced by the following:

Disposal

(3) The pleas of *autrefois acquit*, *autrefois convict*, pardon and an expungement order under the *Expungement of Historically Unjust Convictions Act* or the *Expungement of Certain Drug-related Convictions Act* shall be disposed of by the judge without a jury before the accused is called on to plead further.

PART 3

National Strategy on Substance Use Act

Enactment of Act

11 The *National Strategy on Substance Use Act* is enacted as follows:

An Act respecting the development of a national strategy to address substance use

Short Title

Short title

1 This Act may be cited as the *National Strategy on Substance Use Act*.

National Strategy

National strategy

2 (1) The Minister of Health must develop a national strategy to address the harm caused by problematic substance use by promoting a comprehensive public health approach.

Consultations

(2) In developing the strategy, the Minister must consult with representatives of the provincial governments responsible for health care services and key stakeholders including advocacy organizations, frontline health care providers, individuals with lived experience of substance use, harm reduction workers and experts in problematic substance use and substance use disorder.

e) relatif à une ordonnance de radiation rendue au titre de la *Loi sur la radiation de certaines condamnations liées à la drogue*.

(2) Le paragraphe 607(3) de la même loi est remplacé par ce qui suit :

Manière de disposer des défenses

(3) Le juge statue sans jury sur les défenses *d'autrefois acquit*, *d'autrefois convict* et de pardon et sur celles relatives à une ordonnance de radiation rendue au titre de la *Loi sur la radiation de condamnations constituant des injustices historiques* ou de la *Loi sur la radiation de certaines condamnations liées à la drogue*, avant que l'accusé soit appelé à plaider davantage.

PARTIE 3

Stratégie nationale sur l'usage de substances

Édiction de la loi

11 Est édictée la *Loi sur la stratégie nationale sur l'usage de substances*, dont le texte suit :

Loi visant l'élaboration d'une stratégie nationale concernant l'usage de substances

Titre abrégé

Titre abrégé

1 *Loi sur la stratégie nationale sur l'usage de substances*.

Stratégie nationale

Stratégie nationale

2 (1) Le ministre de la Santé élabore une stratégie nationale visant à remédier aux méfaits causés par la consommation problématique de substances en préconisant une approche globale en matière de santé publique.

Consultations

(2) Pour élaborer la stratégie, le ministre consulte des représentants des gouvernements provinciaux responsables des services de soins de santé et des intervenants clés, notamment des organismes de défense des droits, des fournisseurs de soins de santé de première ligne, des personnes qui ont une expérience concrète de l'usage de substances, des travailleurs du domaine de la réduction

Content

(3) The strategy must include measures to

(a) address the harm associated with the criminalization of substance use;

(b) ensure that interventions are founded on evidence-based best practices and address the root causes of problematic substance use;

(c) ensure low-barrier access to a safe supply of medically regulated substances;

(d) provide universal access to recovery, treatment and harm reduction services for problematic substance use and substance use disorder, including overdose prevention services, relapse prevention services and supervised consumption sites and services;

(e) implement evidence-based prevention programs that address social and economic factors that contribute to problematic substance use; and

(f) reduce the stigma associated with substance use, including through outreach and public awareness programs.

des méfaits et des experts de l'usage problématique de substances et des troubles liés à l'usage de substances.

Contenu

(3) La stratégie prévoit des mesures qui visent à :

a) remédier aux méfaits associés à la criminalisation de l'usage de substances;

b) garantir que les interventions reposent sur des pratiques exemplaires fondées sur des données probantes et ciblent les causes profondes de l'usage problématique de substances;

c) garantir l'accès, sans obstacles majeurs, à un approvisionnement sûr en substances réglementées à des fins médicales;

d) fournir un accès universel à des services de rétablissement, de traitement et de réduction des méfaits en ce qui concerne l'usage problématique de substances et les troubles liés à l'usage de substances, notamment des services de prévention des surdoses, des services de prévention des rechutes et des services et des sites de consommation supervisée;

e) mettre en œuvre des programmes de prévention qui sont fondés sur des données probantes et qui s'attaquent aux facteurs sociaux et économiques qui contribuent à l'usage problématique de substances;

f) atténuer les préjugés associés à l'usage de substances, notamment au moyen de programmes d'intervention et de sensibilisation.

Reports to Parliament

Tabling of national strategy

3 (1) Within one year after the day on which this Act comes into force, the Minister of Health must prepare a report setting out the national strategy and cause it to be tabled in each House of Parliament on any of the first 15 days on which that House is sitting after it is completed.

Publication

(2) The Minister must publish the report on the website of the Department of Health within 10 days after it has been tabled in both Houses of Parliament.

Report

4 Within one year after the report referred to in section 3 has been tabled in both Houses of Parliament, the Minister of Health must, in consultation with the parties

Rapports au Parlement

Dépôt de la stratégie nationale

3 (1) Dans l'année suivant la date d'entrée en vigueur de la présente loi, le ministre de la Santé établit un rapport énonçant la stratégie nationale et le fait déposer devant chaque chambre du Parlement dans les quinze premiers jours de séance de celle-ci suivant son achèvement.

Publication

(2) Le ministre publie le rapport sur le site Web du ministère de la Santé dans les dix jours suivant la date de son dépôt devant les deux chambres du Parlement.

Rapport

4 Dans l'année suivant le dépôt du rapport prévu à l'article 3 devant les deux chambres du Parlement, le ministre de la Santé établit, en consultation avec les parties

referred to in subsection 2(2), prepare a report on the results of the implementation of the national strategy in each province that sets out the Minister's conclusions and recommendations, and cause the report to be tabled in each House of Parliament on any of the first 15 days on which that House is sitting after it is completed.

mentionnées au paragraphe 2(2), un rapport faisant état des résultats de la mise en œuvre de la stratégie nationale dans chaque province et énonçant ses conclusions et recommandations, et il le fait déposer devant chaque chambre du Parlement dans les quinze premiers jours de séance de celle-ci suivant son achèvement.