Islands Trust Council
Quarterly Meeting Agenda

Date: Tuesday, December 3 - Thursday, December 5, 2019

Location: Coast Victoria Hotel

146 Kingston Street, Victoria BC

Pages

1. RECONCILIATION ACTION PLAN - RESIDENTIAL SCHOOL PRESENTATION 6 - 6

2. CALL TO ORDER

3. APPROVAL OF AGENDA

4. GENERAL BUSINESS ARISING

4.1 Resolutions Without Meeting - TC-RWM-2019-04 and TC-RWM-2019-05 7 - 8

Provided for information.

4.2 Adoption of September Trust Council Meeting Draft Minutes 9 - 24

That the Trust Council minutes of September 17-18, 2019 be adopted.

4.3 Trust Council Follow Up Action List 25 - 31

4.4 Trustee Round Table

Topic - What has our First Nations Reconciliation Declaration meant to your island? Provide any action(s) your island is undertaking.

Note: Trustees may adopt in one motion all recommendations appearing on the Consent Agenda, or prior to the vote, request an item be removed from the Consent Agenda for debate or discussion, voting in opposition to a recommendation, or declaring a conflict of interest with an item.

5. EXECUTIVE

5.1 Consent Agenda Items:

That Trust Council adopt the recommendations contained in the following items presented in the December 3-5, 2019 Trust Council Consent Agenda:

5.1.1 Executive Committee Work Program Report 32 - 32

That the Islands Trust Council approve the top priorities of the Executive Committee Work Program Report.

5.2 Decision/Discussion Items:

5.2.1 Chief Administrative Officer's Report 33 - 34

Receive for information.

5.2.2 Continuous Learning Plan 35 - 37

5.2.3 Proposed 2020 Trust Council Meeting Locations - RFD 38 - 40

5.2.4 2019 UBCM Report - Briefing 41 - 45

Receive for information.

5.2.5 Development of Trustee Sponsored RFDs 46 - 47

5.2.6 Streaming Public Meetings: FOI and Privacy Considerations - Briefing 48 - 49

6. NATIONAL MARINE CONSERVATION AREA RESERVE FOR SOUTHERN STRAIT OF GEORGIA SESSION 50 - 50

7. ANNUAL STAFF AWARDS

8. DELEGATIONS AND PUBLIC COMMENTS

8.1 Salt Spring Solutions and the Salt Spring Housing Council re Affordable Housing 51 - 51

8.2 Raincoast Conservation Foundation re CDF Project 52 - 53

8.3 Gulf Islands Alliance re Policy Statement review process 54 - 54

9. STRATEGIC PLAN SESSION 55 - 78

10. ADMINISTRATIVE SERVICES

10.1 Consent Agenda Items:

That Trust Council adopt the recommendations contained in the following items presented in the December 3-5, 2019 Trust Council Consent Agenda:

10.1.1 Director of Administrative Services Report 79 - 81

Receive for information.

10.1.2 Financial Planning Committee Work Program Report 82 - 82

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

10.1.3 September 30, 2019 Financial Forecast - Briefing 83 - 87

Receive for information.

10.2 Decision/Discussion Items:

10.2.1 September 30, 2019 Quarterly Financial Report - RFD 88 - 91

That Financial Planning Committee forward the Q2 September 30, 2019 Financial Report to Trust Council as presented/amended.

10.2.2 Victoria Office Renovation Financial Report - Briefing 92 - 95

11. 2020/21 PROPOSED BUDGET SESSION 96 - 97

11.1 Budget Assumptions and Principles - Briefing 98 - 102

11.2 Draft 2020/21 Budget Overview and Highlights 103 - 115

11.3 Funding Requests Business Cases 116 - 185

12. LOCAL PLANNING SERVICES

12.1 Consent Agenda Items:

That Trust Council adopt the recommendations contained in the following items presented in the December 3-5, 2019 Trust Council Consent Agenda:

12.1.1 Director of Local Planning Services Report 186 - 187

Receive for information.

12.1.2 Local Planning Committee Work Program Report 188 - 189

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

12.2 Decision/Discussion Items:

12.2.1 Freshwater Update - Briefing 190 - 192

Receive for information.

12.2.2 Salt Spring Island Development Approval Information Bylaw 175 - RFD 193 - 211

1. *THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a First Time.*
2. *THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a Second Time.*
3. *THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a Third Time.*
4. *THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be brought back to Trust Council for reconsideration and final adoption at the earliest available date.*

13. CLOSED MEETING (Separate Agenda)

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,

(g) litigation affecting the Islands Trust; and

(i) receipt of advice that is subject to solicitor-client privilege;

and that CAO Russ Hotsenpiller be invited to attend the closed session.

14. TRUST AREA SERVICES

14.1 Consent Agenda Items:

That Trust Council adopt the recommendations contained in the following items presented in the December 3-5, 2019 Trust Council Consent Agenda:

14.1.1	Director of Trust Area Services Report *Receive for information.*	212 - 214
14.1.2	Trust Programs Committee Work Program Report *That the Islands Trust Council approve the top priorities of the Trust Programs Committee Work Program Report.*	215 - 215
14.1.3	Islands Trust Conservancy Report *Receive for information.*	216 - 217
14.1.4	Legislative Monitoring Report - Briefing *Receive for information.*	218 - 232
14.1.5	State of the Islands Indicator Project - Final Report - Briefing Receive for information.	233 - 285

14.2 Decision/Discussion Items:

14.2.1	Community Stewardship Awards Program Policy 2.1.11 and Nomination Form - RFD *That the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated December 5, 2019.*	286 - 295
14.2.2	Islands 2050 Update - Briefing	296 - 301

15. DISPOSITION OF DELEGATIONS AND TOWN HALL REQUESTS

16. NEW BUSINESS

17. SUMMARY / UPDATES

17.1 Trustee Updates

17.1.1 BC Ferries (Ferry Advisory Committee Chairs)

17.1.1.1 Trustee Maude - Mayne Island 302 - 302

17.1.1.2 Trustee Critchley - Denman Island 303 - 303

17.1.2 First Nations

17.1.3 Gulf Islands National Park Reserve Advisory Committee (Trustee Middleton)

Verbal report

17.1.4 Salt Spring Island Watershed Protection Alliance (SSIWPA) (Vice-Chair Patrick) 304 - 305

17.1.5 Howe Sound Community Forum 306 - 309

17.1.6 Anchorage Roundtable Update

17.2 Priorities Chart 310 - 312

Approved by general consent.

17.3 Proposed March Trust Council Agenda Program 313 - 313

Provided for information.

18. CORRESPONDENCE

19. NEXT MEETING - March 10-12, 2020

20. ADJOURNMENT

December 2019 Islands Trust Council

RECONCILIATION ACTION PLAN:
Gathering to Learn About the Past – Residential School

Tuesday, December 3, 2019

Background: To provide an orientation session focused upon the Truth and Reconciliation Commission (TRC) Report as per TRC Calls to Action #57[1]. This session will take selected paragraphs from the Truth and Reconciliation Commission Reports, along with pictures from the TRC Reports and present those to staff and trustees in a PowerPoint presentation.

As per the Reconciliation Action Plan 2019-2022 this session provides a presentation as per the Truth and Reconciliation Calls to Action #57 and is item 1.4 Gathering to Learn About the Past – Residential School, the session follows the work already undertaken in session one which includes items 1.1 One to One Dialogue Sessions, 1.2 Facilitated Workshops, and 1.3 All Staff Learning Session of the Reconciliation Action Plan 2019-2022.

Purpose: To provide a presentation to Trustees regarding the Truth and Reconciliation Commission Report on residential school (selected paragraphs only), timeline of historical information regarding residential schools and locations, full apology, and Calls to Action.

Resources: Lisa Wilcox, Senior Intergovernmental Policy Advisor (SIPA)
Tentative Speaker - Bill Adsit, Tahltan First Nation, Consultant

TIME	TOPIC	WHO
1:30 - 4 PM	Gathering to Learn About the Past	SIPA
	Prayer and Self Care	
	Locations and Timeline	
	Voices	
	Apology – Federal Government	
	Report Findings	
	Christmas at Moose Creek – voices of the men men (little ones)	
	Questions	
	Presentation of paddles and conclusion	

[1] #57: We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

ISLANDS TRUST COUNCIL

RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2019-04

The following matter is considered urgent and necessary in order for Trustees Peterson, Kaile and Langereis to be ratified by Trust Council to the Trust Programs Committee. Chair Peter Luckham recommends Trustees Peterson, Kaile and Langereis appointment, in accordance with s. B.1.2 of Trust Council Policy 2.3.1. That policy indicates that, for this appointment to be final, it be ratified by Trust Council.

It was Moved by Vice-Chair Dan Rogers and Seconded by Vice-Chair Laura Patrick:
That the Islands Trust Council ratify the Council Committee appointment of Trustees Peterson, Kaile and Langereis, as indicated on the document entitled 'Islands Trust Council Advisory Committees Membership - 2018-2022', amended October 10, 2019.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
David Maude	In Favour	October 11, 2019
Peter Luckham	In Favour	October 11, 2019
Alex Allen	In Favour	October 11, 2019
David Critchley	In Favour	October 11, 2019
Lee Middleton	In Favour	October 11, 2019
Doug Fenton	In Favour	October 11, 2019
Laura Patrick	In Favour	October 11, 2019
Steve Wright	In Favour	October 11, 2019
Kate-Louise Stamford	In Favour	October 11, 2019
Sue Ellen Fast	In Favour	October 11, 2019
Ben McConchie	In Favour	October 11, 2019
Scott Colbourne	In Favour	October 11, 2019
Dan Rogers	In Favour	October 11, 2019
Peter Grove	In Favour	October 11, 2019
Jane Wolverton	In Favour	October 11, 2019
Cameron Thorn	In Favour	October 11, 2019
Peter Johnston	In Favour	October 11, 2019
Paul Brent	In Favour	October 11, 2019
Jeanine Dodds	In Favour	October 12, 2019
Laura Busheikin	In Favour	October 12, 2019
Timothy Peterson	In Favour	October 12, 2019
Grant Scott	In Favour	October 12, 2019
Michael Kaile	In Favour	October 12, 2019
Kees Langereis	In Favour	October 12, 2019
Tahirih Rockafella	In Favour	October 15, 2019

TRUSTEES VOTE NOT AVAILABLE
Deb Morrison

FINAL VOTE COUNT (25) IN FAVOUR (0) OPPOSED **CARRIED**

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON OCTOBER 15, 2019.

_____ _____

CHAIR'S SIGNATURE RECORDER'S SIGNATURE

ISLANDS TRUST COUNCIL

RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2019-05

The following matter is considered urgent and necessary in order for Trustee Brent to be ratified by Trust Council to the Trust Programs Committee. Chair Peter Luckham recommends Trustee Brent's appointment, in accordance with s. B.1.2 of Trust Council Policy 2.3.1. That policy indicates that, for this appointment to be final, it be ratified by Trust Council.

It was Moved by Vice-Chair Sue Ellen Fast and Seconded by Chair Peter Luckham:
That the Islands Trust Council ratify the Council Committee appointment of Saturna Island Trustee Paul Brent, as indicated on the document entitled 'Islands Trust Council Advisory Committees Membership - 2018-2022', amended October 15, 2019.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Laura Busheikin	October 15, 2019	In Favour
Sue Ellen Fast	October 15, 2019	In Favour
Kate-Louise Stamford	October 15, 2019	In Favour
Paul Brent	October 15, 2019	In Favour
Michael Kaile	October 15, 2019	In Favour
Peter Grove	October 15, 2019	In Favour
Doug Fenton	October 15, 2019	In Favour
Laura Patrick	October 15, 2019	In Favour
Scott Colbourne	October 15, 2019	In Favour
Jane Wolverton	October 15, 2019	In Favour
David Maude	October 15, 2019	In Favour
Kees Langereis	October 15, 2019	In Favour
David Critchley	October 15, 2019	In Favour
Jeanine Dodds	October 15, 2019	In Favour
Peter Johnston	October 15, 2019	In Favour
Cameron Thorn	October 15, 2019	In Favour
Grant Scott	October 15, 2019	In Favour
Timothy Peterson	October 16, 2019	In Favour
Lee Middleton	October 16, 2019	In Favour
Tahirih Rockafella	October 17, 2019	In Favour
Dan Rogers	October 22, 2019	In Favour
Peter Luckham	October 22, 2019	In Favour
Steve Wright	October 22, 2019	In Favour
Deb Morrison	October 23, 2019	In Favour
Benjamin McConchie	October 23, 2019	In Favour

TRUSTEES VOTE NOT AVAILABLE
Alex Allen

FINAL VOTE COUNT (25) IN FAVOUR (0) OPPOSED **CARRIED**

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON OCTOBER 23, 2019.

_____ _____

CHAIR'S SIGNATURE RECORDER'S SIGNATURE

Trust Council
Minutes of Regular Meeting

Date: **September 17 - 18, 2019**
Location: **Bowen Lodge**
380 Cardena Street, Bowen Island, BC

Executive Present: Peter Luckham, Chair, Thetis Island
Sue Ellen Fast, Vice Chair, Bowen Island Municipality
Laura Patrick, Vice Chair, Salt Spring Island
Dan Rogers, Vice Chair, Gambier/Keats Island

Trustees Present: Michael Kaile, Bowen Island Municipality
Laura Busheikin, Denman Island
Scott Colbourne, Gabriola Island
Kees Langereis, Gabriola Island
Tahirih Rockafella, Galiano Island
Jane Wolverton, Galiano Island
Kate-Louise Stamford, Gambier Island
Grant Scott, Hornby Island
Peter Johnston, Lasqueti Island
Timothy Peterson, Lasqueti Island
Jeanine Dodds, Mayne Island - arrived at 11:00 AM Sept 17
David Maude, Mayne Island - arrived at 11:00 AM Sept 17
Ben McConchie, North Pender Island - arrived at 11:00 AM Sept 17
Deb Morrison, North Pender Island
Peter Grove, Salt Spring Island
Paul Brent, Saturna Island - arrived at 11:00 AM Sept 17
Lee Middleton, Saturna Island - arrived at 11:00 AM Sept 17
Cameron Thorn, South Pender Island - present Sept 18 only - from 8:00 AM to 12:00 PM.
Steve Wright, South Pender Island - arrived at 11:00 AM Sept 17
Doug Fenton, Thetis Island

Regrets: Alex Allen, Hornby Island
David Critchley, Denman Island

Staff Present: Russ Hotsenpiller, Chief Administrative Officer
David Marlor, Director Local Planning Services
Clare Frater, Director, Trust Area Services
Julia Mobbs, Director, Administrative Services
Carmen Thiel, Legislative Services Manager
Lori Foster, Executive Coordinator/Recorder
Nigel Hughes, Computer Applications Systems Technologist
Lisa Wilcox, kwakwemtenaat, Senior Intergovernmental Policy Advisor
Warren Dingman, Manager, Bylaw Enforcement & Compliance

DRAFT

1. CALL TO ORDER

Chair Luckham called the meeting to order at 8:30 AM and acknowledged the meeting was being held on Coast Salish territory. It was noted that six southern islands trustees were flying in but had not yet arrived.

2. APPROVAL OF AGENDA

The following additions to the agenda were presented for consideration:

3.4.1 Trustee Dodds Local Trust Committee Report
14.3 Trustee Langereis re: Islands Trust Object and Policy Statement
14.4 P. Frinton re: Islands Trust Policy Statement
14.5 Denman Community Land Trust (DCLT) re: Affordable Housing
14.6 Affordable Housing re: Strategic Plan – Signatories for Six Local Trust Area Housing Societies/Associations
18.4.1 Trustee Summary Update – Salt Spring Island Watershed Protection Alliance (SSIWPA)
10.3 How New Business is brought to Trust Council

It was pointed out that southern islands trustees may wish to add items to the agenda once they arrive.

By general consent the agenda was approved, as amended.

3. GENERAL BUSINESS ARISING

Chair Luckham introduced the concept of using a consent agenda for administrative agenda items that do not require reporting from staff or discussion. He noted that if trustees wanted to discuss any of the items on the consent agenda, they could ask to have them pulled for individual consideration and that items requiring a decision would be dealt with individually. Otherwise, items remaining on the consent agenda would be received for information or adopted by general consent, which would be done on a section by section basis.

It was requested that items 3.2, 3.3 and 3.5 be pulled from the consent agenda and it was pointed out that item 3.4 was the round table.

3.1 Resolutions Without Meeting

By general consent this item was received for information.

3.2 June Trust Council Meeting Draft Minutes

Legislative Services Manager, Carmen Thiel, outlined proposed amendments to the minutes as follows:

- Page 6, item 7.4: add "The question on the motion, as amended, was then called, CARRIED";
- Page 9, item 12.3: delete the words "which was".

By general consent the Islands Trust Council minutes of June 18-20, 2019 were adopted as amended.

3.3 Trust Council Follow Up Action List

Chief Administrative Officer (CAO) Hotsenpiller spoke to the list and there was discussion regarding CAO item 4. climate change.

3.4 Trustee Round Table

3.4.1 Climate Action Focus

Trustees updated Council on items and issues pertaining to climate action work in their local trust areas.

Trustee Dodds' written report addressing Mayne Island LTC was received under new business.

3.4.2 Trust Council Meeting Format

Trustees discussed the current meeting format for scheduling Trust Council meetings, the proposed consent agenda format, agenda structure and order of items, the pros and cons of two full day versus split three day meetings, and on island versus off island meetings.

CAO Hotsenpiller spoke to the residential school session planned for the December meeting and noted that Lisa Wilcox, kwakwemtenaat, Senior Intergovernmental Policy Advisor, wants to do the presentation once to address this pillar in the Reconciliation Action Plan.

3.5 For Discussion re: Trust Council Meeting Locations Poll – Briefing

Vice-Chair Rogers introduced the briefing. A roundtable discussion ensued which included the following points:

- support for on island meetings; fosters better understanding of local issues;
- more engagement/planned forum with community members outside of the meetings; raises Islands Trust's profile;
- consider electronic Council meetings to defray costs and address carbon footprint;
- advantages to meeting on Vancouver Island;
- longer rotation to get around to all the islands;
- importance of staying for the duration of a meeting;
- could delegations join a meeting electronically/remotely or by submitting video;
- each local trust committee could hold a federation town hall once per year;
- come earlier and use the day in advance of on island meeting to connect with locals, informally and engage about what Trust Council does; and
- strategic plan debate should be in front of community; not reaching the full demographic; consider providing childcare.

4. EXECUTIVE

4.1 Chief Administrative Officer's Report

CAO Hotsenpiller delivered his report and there was discussion about the Islands 2050 public engagement program.

4.2 Executive Committee Work Program Report

TC-2019-069
MOVED by Trustee Fast, SECONDED by Trustee Wolverton,
That the Islands Trust Council approve the top priorities of the Executive Committee Work Program Report.

CARRIED

4.3 Continuous Learning Plan

Suggestions were requested for topics to be added to Trust Council's continuous learning plan.

TC-2019-070
MOVED by Trustee Morrison, SECONDED by Trustee Colbourne,
That item 2, climate change related topics and specifically water catchment and other sources of water, be included in the continuous learning plan within the next year.

CARRIED

TC-2019-071
MOVED by Trustee Fast, SECONDED by Trustee Rogers,
That Trust Council add the idea of open local trust committee meetings and the regulations around them to the continuous learning plan.

CARRIED

The six Southern Gulf Islands Trustees arrived and the meeting recessed at 10:42 AM and reconvened at 11 AM.

4.4 Role of Executive Committee – Briefing

Discussion ensued on the timing of the election of Executive Committee (EC) members immediately following a general local election and EC's mandate.

4.5 Election of the Executive Committee – Briefing

Discussed in 4.4.

4.6 Selection of dates for 2020 Trust Council meetings - RFD

TC-2019-072
MOVED by Trustee McConchie, SECONDED by Trustee Dodds,
That Trust Council approve the following dates: March 10-12, 2020; excluding June 16-18, 2020; including September 15-17, 2020; and December 1-3, 2020 as the preferred dates for its 2020 meeting schedule.

DEFEATED

DRAFT

TC-2019-073
MOVED by Trustee Patrick, SECONDED by Trustee Dodds,
That Trust Council approve the following dates:
March 10-12, 2020; June 16-18, 2020; September 15-17, 2020 and December 1-3, 2020 as the preferred dates for its 2020 meeting schedule and that staff be asked to bring back a report to the December Trust Council meeting for consideration of a three in-person meeting schedule.

CARRIED

4.7 2018-2022 Strategic Plan – RFD

CAO Hotsenpiller reviewed the report and request for decision.

The meeting recessed for lunch at 12:37 PM and reconvened at 1:30 PM.

5. DELEGATIONS AND TOWN HALL

Chair Luckham reconvened the meeting, welcomed the delegations, and then asked Council to introduce themselves to members of the public present.

5.1 South Coast Ship Watch Alliance – Delegation

Chris Straw was unable to attend and sent his regrets.

5.2 Bowie Keefer – Delegation

Bowie Keefer spoke to Islands 2050 - Future of the Trust Area, the Islands Trust object, and island trail networks. He expressed his hope that the long standing forestry zoning conflict on Galiano Island could be resolved.

5.3 Gulf Islands Alliance - Delegation Request

Jan Slakov relayed support and encouragement for the Islands Trust's preserve and protect mandate. She also supported Trustee Wright's correspondence of May 28th.

5.4 SeaChange Marine Conservation Society – Delegation

Nikki Wright spoke to impacts on sensitive shorelines, conservation efforts involving eelgrass and mitigation measures such as removing concrete walls to restore beaches.

Town Hall Session

Michael Cornelissen addressed the Bowen Island requisition from Islands Trust and increases to the levy since 2001. He stated that the current formula is not fair or equitable with no increased value.

David Podmore recognized Islands Trust achievements on some mandate items but did not feel that the March 2019 discussion addressed the levy concerns of Bowen residents. He asked Islands Trust to review the basis for the levy and the value and benefit to Bowen Island.

Murray Atherton spoke to tourism development and its economic impact on Bowen Island. He indicated that Islands Trust has been vague on the subject of tourism.

Tandis Layzell felt there were no direct, tangible services received from Islands Trust on Bowen Island and favoured leaving the Islands Trust.

Tom Edwards spoke to the Bowen levy and over 4 million dollars paid to Islands Trust with no value. He indicated that Bowen didn't hear from Islands Trust regarding derelict boats. He supported a referendum to pull out of the Trust.

Mary Anne Smith indicated that trustees must be aware of the hard feelings regarding the Bowen levy and questions about the advantage of being in the Trust Area. She supported pulling out of the Trust.

Rondy Dike felt there should be a review of the Islands Trust mandate.

Cro Lucas, former Bowen Municipal Councillor, voted against Natural Area Protection Tax Exemption Program (NAPTEP), which equated to less taxes and more expenses.

Adam Holbrook spoke to two economic issues, tourism policy and water emergency.

Mariana Holbrook supported a referendum to pull out of Islands Trust.

Bud Long supported the idea of a referendum.

Gary Anderson supported tax money being spent on island and feels that Bowen Island needs a medical centre.

Alison Morse, Bowen Municipal Councillor, supported item 12.6 Provincial Funding to Islands Trust Conservancy as property of the Conservancy - per section 43 of the *Islands Trust Act* - is property of the Government saying that the Province should be paying for the administration and management of its assets. She also spoke in support of item 10.2 calling for an independent review of the Trust and item 14.2, Howe Sound Biosphere. She suggested that "Town Hall" should be called "Public Comments". She indicated that the formula for Bowen levy is set in legislation, and that the Trust controls what costs go into Trust Council, Trust Conservancy and Local Planning.

6. EXECUTIVE – continued

6.1 Adoption of the 2018-2022 Strategic Plan

There was general discussion about the strategic plan items as presented, including the interpretation of the language used, whether the large number of items were attainable, and the importance of advancing climate change initiatives.

TC-2019-074
MOVED by Trustee Wright, SECONDED by Trustee Dodds,
That the three headings on the Strategic Plan list be Climate Change, First Nations and the Policy Statement Review, and that the 26 items on the plan be reordered, and if they do not comply under those headings, be removed.

DEFEATED

TC-2019-075
MOVED by Trustee McConchie, SECONDED by Trustee Busheikin,
That item #4, "advocate to reduce the impacts of freighter anchorages", be removed.

DEFEATED

TC-2019-076
MOVED by Trustee Morrison, SECONDED by Trustee Patrick,
That item # 9 be replaced with: Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.

CARRIED

TC-2019-077
MOVED by Trustee Rogers, SECONDED by Trustee Dodds,
That item # 18 "development of tourism impact study" be removed.

CARRIED

TC-2019-078
MOVED by Trustee McConchie, SECONDED by Trustee Brent,
That item #10 "support and promote water conservation measures such as rainwater catchment and greywater recycling" be removed.

CARRIED

TC-2019-079
MOVED by Trustee Peterson, SECONDED by Trustee Brent,
That item #26 be removed.

CARRIED

TC-2019-080
MOVED by Trustee Colbourne, SECONDED by Trustee Patrick,
That the following objective be added:

Decrease the harmful environmental impacts of human activity on the islands of the Salish Sea. Develop zoning options that incentivize green building forms and low-impact siting that minimizes ecosystem disruption. Advocate and provide local planning support for transportation and food systems that decrease carbon emissions in rural island communities; and

That the following strategies be added:

- Increase safe and secure housing options that are affordable in perpetuity.
- Maintain housing assessments program to LTCs and Bowen Island.
- Develop recommended application procedures to remove barriers and provide priority to affordable, rental and Indigenous housing applications.
- Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council.

DEFEATED

DRAFT

TC-2019-081
MOVED by Trustee Rogers, SECONDED by Trustee Rockafella,
That item # 16 be removed.

CARRIED

TC-2019-082
MOVED by Trustee Busheikin, SECONDED by Trustee Brent,
That item # 13 be removed.

CARRIED

TC-2019-083
MOVED by Trustee Middleton, SECONDED by Trustee Brent,
That item # 19 be removed.

DEFEATED

Trustee Grove left at 5:23 PM.

By general consent the meeting was recessed for the day at 5:35 PM.

Day Two - Wednesday, September 18, 2019

Chair Luckham reconvened the meeting at 8:02 AM. Except for Trustees Allen and Critchley, all members were present.

9. CLOSED MEETING (Separate Agenda)

TC-2019-084
MOVED by Trustee Patrick, SECONDED by Trustee Fast,
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,
(g) litigation affecting the Islands Trust; and
(i) receipt of advice that is subject to solicitor-client privilege;
and that staff be invited to attend the closed session.

CARRIED

The meeting was closed to the public at 8:05 AM and reconvened in open session at 8:40 AM.

It was agreed that the agenda be re-ordered to consider items 8 and 12 ahead of item 7 and that consideration of item 6.1 resume after item 12.

9.1 Rise and Report - N/A

8. BUDGET SESSION

8.1 2020/21 Draft Budget Assumptions, Principles – Briefing

Director of Administrative Services (DTAS), Julia Mobbs reviewed the report.

12. ADMINISTRATIVE SERVICES

By general consent items 12.1, 12.3 and 12.4 were received for information.

12.1 Director of Administrative Services Report

See item 12.

12.2 Financial Planning Committee Work Program Report

TC-2019-085
MOVED by Trustee Grove, SECONDED by Trustee Brent,
That the Islands Trust Council approve the top priorities of the Financial Planning Committee Work Program Report as presented.

CARRIED

12.3 March 31, 2019 Allocated Financial Statements – Briefing

See item 12.

12.4 2018-19 Statement of Financial Information (SOFI) – Briefing

See item 12.

12.5 June 30, 2019 Quarterly Financial Report - RFD

TC-2019-086
MOVED by Trustee Grove, SECONDED by Trustee Brent,
That the Islands Trust Council approve the June 30, 2019 Quarterly Financial Report as presented.

CARRIED

12.6 Provincial Funding to Islands Trust - RFD

TC-2019-087
MOVED by Trustee Grove, SECONDED by Trustee Stamford,
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.

CARRIED

12.7 Financial Planning Committee Interest in Streaming Committee Meetings – Briefing

During discussion on the briefing Trustee McConchie spoke to his experience with livestreaming meetings.

It was pointed out that requirements under the *Freedom of Information and Protection of Privacy Act*, local trust area bandwidth and costs associated with storing video recordings will need to be addressed moving forward.

12.8 Streaming Committee Meetings: Information Technology Considerations – Briefing

By general consent the report was received for information.

12.9 Bowen Island Municipal Tax Levy Analysis: Part 3 – Briefing

DTAS Mobbs addressed the briefing highlighting the following:

- no expenses were incorrectly allocated;
- Islands Trust purchased Geographic Information Software licensing which Bowen Municipal planners use;
- Bowen contributes to the Trust Council and Islands Trust Conservancy portions of this license;
- appropriations from surplus are a revenue source allocated to specific projects; and
- we can look at how historical surplus was treated.

Vice-Chair Fast indicated that Bowen Island Municipality (BIM) has asked to see the reports prepared by DTAS Mobbs on the levy and that after this report is received by Trust Council it is to be forwarded to BIM.

Discussion included the following points:

- one benefit of the levy is that BIM recently received BC Rural Dividend program funding status, which was backed by a Trust Council letter of support;
- the math is correct and BIM gets benefits but the tax increases need to be addressed; either attach a value to what Bowen is receiving or minimize the taxation that Bowen pays;
- a change to the taxation formula should be considered with a solution that is equitable for both parties; and
- staff has answered the questions raised by BIM.

6.1 Adoption of the 2018-2022 Strategic Plan (cont'd.)

TC-2019-088
MOVED by Trustee Morrison, SECONDED by Trustee Dodds,
That item #26 be added back to Strategic Plan.

CARRIED

TC-2019-089
MOVED by Trustee Patrick, SECONDED by Trustee Wolverton,
That the following be added to the Strategic Plan: "implement the high priority actions outlined in the *Affordable Housing in the Trust Area: Strategic Actions for Islands Trust* previously referred by Trust Council".

CARRIED

TC-2019-090
MOVED by Trustee Brent, SECONDED by Trustee Rogers,
That item #4 be replaced with: *"advocate to minimize the impact of commercial activities on the marine environment"*.

CARRIED

DRAFT

TC-2019-091
MOVED by Trustee Middleton, SECONDED by Trustee Dodds,
That the following be added: "participate in Canada's Southern Resident Killer Whale (SRKW) recovery plan".

CARRIED

TC-2019-092
MOVED by Trustee Fast, SECONDED by Trustee Patrick,
That the 2018-2022 Strategic Plan be adopted as amended.

MOVED by Trustee Rogers, SECONDED by Trustee Dodds,
that the motion be amended to add the following: on an interim basis and to be brought back to Trust Council in December for final adoption.

CARRIED

The question on the motion as amended was called,

CARRIED
Trustees McConchie, Colbourne, Kaile Opposed

7. LOCAL PLANNING

By general consent item 7.2 was approved and item 7.3 was received for information.

7.1 Director of Local Planning Services Report

There was discussion about the Senior Freshwater Specialist's work noted in the report and questions on water budgeting.

7.2 Local Planning Committee Work Program Report

See item 7.

7.3 Local Planning Services Review Update – Briefing

See item 7.

7.4 Bylaw Enforcement Statistics – Briefing

Warren Dingman, Manager, Bylaw Enforcement & Compliance spoke to the report. There was discussion about staffing resources and the rationale for closing a file.

The meeting recessed for a break at 10:05 AM and reconvened at 10:20 AM.

10. NEW BUSINESS

10.1 Request for Support in Principle for Lasqueti Island Community Archaeology Project – RFD

Trustee Johnston spoke to the report and request for decision.

TC-2019-093
MOVED by Trustee Johnston, SECONDED by Trustee Peterson,
That Trust Council give its support, in principle, for the proposed Lasqueti Island Community Archaeology Project.

CARRIED

10.2 Call for an Independent Review of the Trust - RFD

Trustee Brent reviewed the report and recommendation.

TC-2019-094
MOVED by Trustee Brent, SECONDED by Trustee Wright,
That Trust Council request the Minister of Municipal Affairs and Housing to add the Islands Trust to the *Auditor General Act,* allowing for review of the Trust by the Auditor General for Local Government.

Discussion on the motion included the following points

- what type of review;
- how would this impact the organization;
- what would the criteria for the audit be;
- financial and performance audits would give us a benchmark and opportunity to look at improving business;
- performance audits assist in accountabilities; having an external review is beneficial; and
- the motion is about adding Islands Trust to the list of organizations that can be reviewed under the *Auditor General Act*, not the audit itself; Islands Trust should be included as an audit entity because we are a public body.

The question on the motion was then called,

CARRIED

10.3 How New Business is brought to Trust Council

By general consent staff was requested to bring a report to December Trust Council on how new business is brought forward.

11. TRUST AREA SERVICES

By general consent items 11.3, 11.4 and 11.6 were received for information.

11.1 Director of Trust Area Services Report

Director of Trust Area Services (DTAS) Frater spoke to the report and reviewed the recent staffing changes including the departure of the Communications Specialist. A video entitled Islands 2050: The Future of the Trust Area (created for promoting the Policy Statement Engagement project) was shown. There was discussion about the Islands Trust website update and the launch of an Islands Trust Facebook page.

11.2 Trust Programs Committee Work Program Report

Trustee Morrison, Chair of the Trust Programs Committee (TPC), spoke to the recent meetings and Committee work.

TC-2019-095
MOVED by Trustee Morrison, SECONDED by Trustee Wolverton,
That the Islands Trust Council approve the top priorities of the Trust Programs Committee Work Program Report.

CARRIED

Chair Luckham noted that he has received expressions of interest for membership on TPC and will address those.

11.3 Climate Change Recommendations from TPC, LPC, ITC – Briefing

See item 11.

11.4 Legislative Monitoring Report – Briefing

See item 11.

11.5 Islands Trust Conservancy Manager's Report

Trustee Stamford, Chair of the Islands Trust Conservancy, spoke to the Manager's report and noted that Linda Adams has been reappointed to the Islands Trust Conservancy Board.

11.6 Islands Trust Conservancy March 31, 2019 Audited Financial Statements – Briefing

See item 11.

By general consent, item 14, Correspondence was addressed next.

14. CORRESPONDENCE

14.1 Trustee Wright re: Islands Trust Act interpretation - dated May 28, 2019

Trustee Wright addressed his correspondence.

There was general discussion on interpretation of various sections of the *Islands Trust Act*, including the object and what is meant by "unique amenities"; whether Islands Trust is a "trust" or a "local government"; how to maintain rural character and balance human needs with the environment; the need to consider First Nations in the Policy Statement; whether the language in the Act is purposefully vague to allow flexibility; and whether humans/community can be separated from the environment.

DRAFT

TC-2019-096
MOVED by Trustee Wright, SECONDED by Trustee Colbourne,
That this document be referred to Trust Programs Committee in the Policy Statement review process.

CARRIED

14.2 Howe Sound Biosphere Region Initiative re: request for endorsement

TC-2019-097
Moved by Trustee Fast, SECONDED by Trustee Stamford,
that Trust Council endorse the Howe Sound Biosphere Region application to UNESCO (United Nations Educational, Scientific and Cultural Organization), on the condition that the initiative is supported by the First Nations whose territory encompasses what is known as Howe Sound.

CARRIED

14.3 Trustee Langereis re: Islands Trust Object and Policy Statement

Trustee Langereis spoke to his correspondence on the subject.

TC-2019-099
MOVED by Trustee Langereis, SECONDED by Trustee Colbourne,
That Trustee Langereis' submission dated September 12, 2019 to Trust Council be forwarded to Trust Programs Committee project on the review of the Islands Trust policy statement.

CARRIED

The meeting recessed for lunch at 12:30 PM and reconvened at 2:00 PM with Trustees Thorn, Allen and Critchley absent.

13. CONTINUOUS LEARNING

13.1 Indigenous Law – Session

Lisa Wilcox, kwakwemtenaat, Senior Intergovernmental Policy Advisor, provided a presentation on Indigenous Law to Trust Council giving each trustee a printed booklet of the session.

Best practices for inter-agency consultation and the principle of knowledge sharing were discussed.

Trustee Grove left at 2:45 PM.

The meeting recessed for a break at 3:25 PM and reconvened at 3:42 PM

Chair Luckham continued addressing the remaining correspondence from item 14.

14.4 P. Frinton re: Islands Trust Policy Statement

DRAFT

TC-2019-098
MOVED by Trustee Johnston, SECONDED by Trustee Fenton,
That this document be referred to Trust Programs Committee in the Policy Statement review process.

CARRIED

14.5 DCLT re: Affordable Housing

Received for information.

14.6 Add Affordable Housing re: Strat Plan – Signatories 6 LTA Housing Societies/Associations

Received for information.

15. DISPOSITION OF DELEGATIONS AND TOWN HALL REQUESTS

Discussion ensued regarding a response to Bowen Island residents whose comments are noted in the Town Hall session. Chair Luckham noted that Executive Committee will respond to Bowen residents and Council.

By general consent it was agreed to send thank you letters to delegations.

16. PRIORITIES CHART

Received for information.

17. PROPOSED DECEMBER TRUST COUNCIL DRAFT AGENDA PROGRAM

There was discussion about the residential school staff presentation and using the consent agenda format for the December meeting. Comments were offered on two vs. three day Trust Council meeting format and the possibility of alternating them; and changing the term "Town Hall" to "Public Comments".

18. TRUSTEE SUMMARY UPDATES

18.1 BC Ferries (Ferry Advisory Committee Chairs)

18.1.1 Summary updates FACC Trustee Maude – Briefing

Received for information

18.2 First Nations – N/A

18.3 Gulf Islands National Park Reserve Advisory Committee – N/A

18.4 Salt Spring Island Watershed Protection Alliance (SSIWPA)

18.4.1 Summary updates SSIWPA Trustee Patrick – Briefing

Received for information.

18.5 Howe Sound Community Forum

Next forum, Friday, October 25th, Cheakamus Centre, Squamish.

18.6 Freighter Roundtable Update – N/A

19. ADJOURNMENT

TC-2019-100
MOVED by Trustee Fenton, SECONDED by Trustee Wolverton,
That the meeting adjourn at 3:56 PM.

CARRIED

_____
Peter Luckham, Chair

Certified Correct

_____
Lori Foster, Executive Coordinator/Recorder

DRAFT

Islands Trust

Print Date: November 22, 2019

Follow Up Action Report

Trust Council

Acting Manager

Activity	Responsibility	Dates	Status
1 Investigate options for increased use of federal or provincial stewardship agreements for species at risk in the Islands Trust Area.	Clare Frater Kate Emmings	Meeting: 20-Jun-2017 Target: 19-Mar-2019	In Progress
2 Request staff to create a strong communications program that will support Islands Trust Conservancy conservation initiatives for Coastal Douglas Fir protection as well as support the land use planning process, with a special focus on communicating the role of Development Permit Areas as a tool for Coastal Douglas Fir protection that permits development. Request staff to bring recommendations for how the Natural Areas Property Tax Exemption Program (NAPTEP) can be tailored to highlight and prioritise contiguous tracks of the Coastal Douglas Fir zone in the outreach, communications, and approval of NAPTEP covenants by the Islands Trust Conservancy.	Clare Frater Kate Emmings	Meeting: 12-Mar-2019 Target: 18-Jun-2019	In Progress

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 That the Island Trust adopt a practice of providing the best option for low-carbon catering.	Russ Hotsenpiller	Meeting: 19-Jun-2019 Target: 18-Sep-2019	Completed

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
2 that Trust Council approve the following dates: March 10-12, 2020; June 16-18, 2020; September 15-17, 2020 and December 1-3, 2020 as the preferred dates for its 2020 meeting schedule and that staff be asked to bring back a report to the December Trust Council meeting for consideration of a three in-person meeting schedule.	Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 03-Dec-2019	In Progress
3 that item 2 climate change related topics and specifically water catchment and other sources of water be included in the continuous learning plan within the next year. that Trust Council add the idea of open local trust committee meetings and the regulations around them to the continuous learning plan.	Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 03-Dec-2019	In Progress
4 staff provide a report to Executive Committee on options for trustees to bring trustee generated motions to Trust Council and that the issue be placed on the December Trust Council agenda for round table discussion.	Russ Hotsenpiller	Meeting: 14-Aug-2019 Target: 03-Dec-2019	In Progress

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
5 2018-2022 Strategic Plan: that item # 9 be replaced with: Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling. that item # 18 'development of tourism impact study' be removed. that item #10 'support and promote water conservation measure such as rainwater catchment and greywater recycling' be removed. that item #26 be removed. that item # 16 be removed. that item # 13 be removed. that item #26 be added back to Strategic Plan. that the following be added to the Strategic Plan: 'implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council'. that the item # 4 be replaced with: 'advocate to minimize the impact of commercial activities on the marine environment' that the following be added: 'participate in Canada's Southern Resident Killer Whale (SRKW) recovery plan'. that the 2018-2022 Strategic Plan be adopted as amended on an interim basis and to be brought back to Trust Council in December for final adoption.	Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 03-Dec-2019	Completed

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
6 that Trust Council request the Minister of Municipal Affairs and Housing to add the Islands Trust to the Auditor General Act, allowing for review of the Trust by the Auditor General for Local Government.	Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 13-Nov-2019	Completed

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 That Trust Council request staff to prepare a report about the costs and feasibility of filming and streaming videos of public meetings through the new Islands Trust website and social media.	Julia Mobbs	Meeting: 19-Jun-2019 Target: 18-Sep-2019	Completed
2 that the Islands Trust Council approves the June 30, 2019 Quarterly Financial Report as presented.	Julia Mobbs	Meeting: 17-Sep-2019 Target: 16-Oct-2019	Completed
3 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.	Julia Mobbs	Meeting: 17-Sep-2019 Target: 20-Nov-2019	In Progress

Follow Up Action Report

Trust Council

Director, Local Planning Services

Activity	Responsibility	Dates	Status
1 That Trust Council request that each local trust committee and Trust Council committees indicate whether it has an interest in filming and streaming its public meetings.	Clare Frater David Marlor	Meeting: 19-Jun-2019 Target: 18-Sep-2019	In Progress

Director, Trust Area Services

Activity	Responsibility	Dates	Status
1 Identify and act on opportunities re freighter anchorages.	Clare Frater	Meeting: 16-Sep-2015 Target: 31-Mar-2019	In Progress
2 Trust Council request staff to provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role for the Howe Sound Community Forum that considers the needs of existing and potential regional coordination processes in the Baynes Sound/Lambert Channel and Saanich Inlet regions and that the Trust Programs Committee is authorized to provide initial support if it deems it advisable out of its existing budget.	Clare Frater	Meeting: 19-Jun-2018 Target: 31-Mar-2019	In Progress
3 Trust Council request that the Executive Committee work with regional districts in the Trust Area to develop a strong, united voice in support of solar energy.	Clare Frater	Meeting: 19-Jun-2018 Target: 31-Jan-2019	Completed
4 Investigate options for increased use of federal or provincial stewardship agreements for species at risk in the Islands Trust Area.	Clare Frater Kate Emmings	Meeting: 20-Jun-2017 Target: 19-Mar-2019	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
5 That Trust Council write a letter to Minister Wilkinson, Minister of Fisheries, Oceans and the Canadian Coast Guard, asking for a moratorium on the herring fishery in the Salish Sea until an ecosystembased management plan is in place that considers the current and future effects of climate change and the potential impacts on predator species, in particular, Chinook Salmon and Southern Resident Killer Whales; and that Bowen Island Municipality and First Nations in the Trust Area be invited to participate as signatories to this letter.	Clare Frater	Meeting: 12-Mar-2019 Target: 18-Jun-2019	Completed
6 Request staff to create a strong communications program that will support Islands Trust Conservancy conservation initiatives for Coastal Douglas Fir protection as well as support the land use planning process, with a special focus on communicating the role of Development Permit Areas as a tool for Coastal Douglas Fir protection that permits development. Request staff to bring recommendations for how the Natural Areas Property Tax Exemption Program (NAPTEP) can be tailored to highlight and prioritise contiguous tracks of the Coastal Douglas Fir zone in the outreach, communications, and approval of NAPTEP covenants by the Islands Trust Conservancy.	Clare Frater Kate Emmings	Meeting: 12-Mar-2019 Target: 18-Jun-2019	In Progress

Islands Trust

Print Date: November 22, 2019

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
7 That Trust Council request that each local trust committee and Trust Council committees indicate whether it has an interest in filming and streaming its public meetings.	Clare Frater David Marlor	Meeting: 19-Jun-2019 Target: 18-Sep-2019	In Progress
8 that Trust Council give its support, in principle, for the proposed Lasqueti Island Community Archaeology Project.	Clare Frater	Meeting: 17-Sep-2019 Target: 30-Oct-2019	Completed
9 that Trust Council endorse the Howe Sound Biosphere Region application to UNESCO, on the condition that the initiative is supported by the First Nations whose territory encompasses what is known as Howe Sound.	Clare Frater	Meeting: 17-Sep-2019 Target: 30-Oct-2019	Completed

Executive Coordinator

Activity	Responsibility	Dates	Status
1 Correspondence referred to Trust Programs Committee: Trustee Wright re: Islands Trust Act interpretation - dated May 28, 2019 P. Frinton re: Islands Trust Policy Statement Trustee Langereis re: IT Object and Policy Statement	Lori Foster	Meeting: 17-Sep-2019 Target: 09-Oct-2019	Completed

Islands Trust

Print Date: November 15, 2019

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.	Russ Hotsenpiller	Rec'd: 26-Oct-2016

2. *Update Islands Trust Policy Statement*	Responsible	Dates
Undertake a First Nations and public engagement process to prepare for Policy Statement amendments.	Clare Frater	Target: 31-Mar-2019

3. *Climate Change Emergency*	Responsible	Dates
Matters pertaining to Islands Trust declaring a climate change emergency.	Russ Hotsenpiller	Rec'd: 05-Jun-2019

CHIEF ADMINISTRATIVE OFFICER
2019-2020 QUARTERLY REPORT

November 15, 2019

December 2019 Trust Council
Victoria

The following report provides a summary review of work of the executive office of the Islands Trust over the last quarter.

- I attended the UBCM in September and a report has been provided in the agenda under separate cover.
- In support of the Policy Statement project, I attended Islands 2050 Engagement Public Meetings on Bowen Island, Mayne Island, and Salt Spring Island. I also took the opportunity, along with other staff to host engagement sessions aboard ferries on island routes.
- Along with 14 other Chief Administrative Officers, I participated in the Regional Emergency Management Plan CONOPS Exercise hosted by the Capital Regional District.
- Along with Chair Luckham, Executive Committee and Lisa Wilcox met with Minister Scott Fraser, Ministry of Indigenous Relations and Reconciliation on October 9, for a second time, to advance the possibility of working closer with the Ministry to affect positive change with regard our reconciliation work.
- Met with Kaye Krishna, Deputy Minister, Ministry of Municipal Affairs and Housing to discuss various matters, including changing the *Auditor General Act* to include the Islands Trust as a local government, amendment to the *Islands Trust Act* and our Policy Statement Review work.
- Met with Karla Campbell, CRD, Stefan Cermak, and members of North Salt Spring Waterworks District to discuss water management planning for Salt Spring Island.
- Attended various Committee meetings including Executive Committee, Trust Programs Committee, Islands Trust Conservancy and Financial Planning Committee.
- Sent letter to the Minister of Municipal Affairs and Housing requesting the addition of the Islands Trust to the *Auditor General Act*.
- Attended, with members of Trust Council, the inaugural Rural Islands Economic Forum on South Pender Island.
- Meeting with Sunshine Coast Regional District with Trustees Rogers, Fast and Stamford is scheduled for Nov 19, 2019.

Final amendments for the current draft of the Strategic Plan have been made and provided to Trust Council for consideration on the current agenda. The Strategic Plan has been thoroughly vetted from a financial perspective and cost estimates are more detailed than in previous iterations. Estimates have been through both TPC and LPC and finally Financial Planning Committee on two occasions since the last Trust Council in September. Further, Committees have reviewed the draft plan in terms of which objectives they would be responsible for and how they would be included in their annual work plans.

Given that a year has passed since the local government elections, it is worth considering if there is a need to review any orientation materials for trustees. It is my observation that there is still uncertainty as to the rules and norms associated with open meetings under S. 89(1) of the Community Charter are applied and as such, there should be

further training and discussion on this item. Freedom of Information and conflict of interest are also areas that occur frequently and should be reviewed. A session will be organized on these topics for the New Year. If trustees want further orientation on other topics, either for all of Trust Council or individually, please contact me and we will ensure that it takes place.

The preliminary budget for 2020/21 is a particular focus for this time of year and considerable organizational effort has been made to provide a workable budget that is affordable to area residents. Your work at December Trust Council will refine the budget and provide direction as we move towards passage of a final budget in March. This year is particularly important as Trust Council incorporates annual budgeting for its strategic initiatives which will stretch over the term, this year sets the stage. Certainly if there is uncertainly as to a particular strategic direction, this is the time to make change.

We have engaged with Islands Trust staff on a survey to hear from them how they view their employment with the Trust, what we are doing right and what improvements we can make. I will provide a report and presentation to December Trust Council on the results.

R Hotsenpiller
Chief Administrative Officer

Islands Trust Council Plan for Continuous Learning

2018-2022 Term

Updated November 14, 2019

Year	Trust Council Meeting	Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2020	December				
	September				
	June				
	March	FOI – Open Meetings Conflict of Interest			
2019	December (Victoria)	Strategic Plan Residential/Industrial schools session			National Marine Conservation Area Reserve
	September (Bowen)	Strategic Plan	Role of the Executive Committee		Indigenous Law
	June (Galiano)	Strategic Plan	What Elected Officials Need to Know about FOI & Protection of Privacy Training (LGMA) June 25th webinar.		Chair, Vice Chair, Committee Chairs & ITC Chair training
	March 2019 (Gabriola)	Strategic Plan	Young/Anderson Introduction Bill Buholzer		
	January 2019 Nanaimo	Strategic Plan	Orientation		NA

POTENTIAL TOPICS/AGENCY LIAISON FOR CONSIDERATION FOR FUTURE SESSIONS:
Suggestions arising during 2018-2022 Term:

1. Water Licensing Branch session
2. Climate change related topics including enforcement, bylaw sharing associated with climate change**, to be addressed within the next year resolution from September Trust Council**
3. Housing agreements and how they work
4. First Nations relationship building
5. Indigenous Law **addressed September 2019**
6. How we measure Preserve and Protect
7. Engagement tools associated from IAP2
8. Agency liaison such as Agricultural Land Commission
9. *Freedom of Information and Protection of Privacy Act* (FOIPPA) session **addressed June 2019**
10. Business type training including Microsoft products
11. Chair, Vice Chair, Committee Chairs & ITC Chair training
12. Private Managed Forest Lands (PMFL)
13. ALC session with CEO and Chair - aim for September TC
14. Role of the Executive Committee **addressed September 2019**
15. How to craft a resolution
16. Add open meetings and the regulations around them **from September Trust Council resolution**
17. Residential/Industrial schools session

Islands Trust

Islands Trust Council Plan for Continuous Learning

2014-2018 Term

2018	November (Victoria)	Orientation	Orientation	Orientation	Orientation
	September (Gambier/Keats)	Lessons Learned 2014 -2018	Implications of the Water Sustainability Act		

	June (Saturna)	Strategic Plan	*Islands Trust Act* Amendments		Agricultural Land Commission/Islands Trust
	March (Salt Spring)	(Freshwater Specialist) (Water Sustainability Act) Regional Conservation Plan		Adapting to Climate Change	March (Salt Spring)
Year	**Trust Council Meeting**	**Trust Wide and Administrative Topics**	**Legal and Governance Topics**	**Planning How-To**	**Working With Others**
2017	December (Victoria)	Ocean Protection Plan			(San Juan County) (U.S. and Canadian Consuls General)
	September (Denman)				Effective Advocacy Regional Districts
	June (Lasqueti)	ITC Regional Conservation Plan	Role of the Trustee (2)	Species at Risk	
	Webinars (dates TBD)				

Suggestions arising during 2014-2018 Term:

1. Islands Trust Conservancy and the incorporation of the 2018-2027 Regional Conservation Plan information into local trust committee/island municipality official community plans.
2. *Water Sustainability Act (postponed from March 2017 due to difficulty scheduling speakers)*
3. Heritage Conservation Act session
4. Office of the Ombudsperson session
5. Making Online Meetings Work
6. OneNote for meetings
7. Public Consultation and Polling
8. NMCA – implications for local zoning jurisdiction
9. Options for a trustee network
10. Introduction to the Island Trust Policy Statement
11. Participatory decision-making (using expertise on Bowen Island)
12. Effective Communications and Social Media
13. Fisheries and Oceans with a senior representative from the Department of Fisheries and Oceans
14. Shoreline Planning
15. First Nations Policy & Engagement (deferred from Sept 2018)
16. Archaeological Site Protection (2)

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	December 4, 2019
From:	**CAO**	**Date Prepared:**	November 14, 2019
SUBJECT:	**Selection of 2020 Trust Council Meeting locations**		

RECOMMENDATION: That Trust Council approve the following meeting locations for the 2020 legislative year:

March 10-12 Salt Spring Island,
June 16-19 Hornby Island,
September 15-17 Mayne Island,
December 1-3 Victoria.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: It is important to provide certainty for timing and locations of Trust Council meetings in order to make bookings and ensure appropriate facilities are available. If Trust Council ultimately decides to cancel a meeting in a given location, they can do so at their discretion. Staff will provide information on the viability of reducing the number of Trust Council meetings from 3 to 4 at the next Trust Council meeting.

---

1 PURPOSE: To select Trust Council meeting locations for the 2020 legislative year.

2 BACKGROUND: At the September 2019 meeting on Bowen Island, Trust Council made the following motion to approve dates for the 2020 meeting schedule:

> **THAT Trust Council approve the following dates:**
> **March 10-12, 2020; June 16-18, 2020; September 15-17, 2020 and December 1-3, 2020 as the preferred dates for its 2020 meeting schedule and that staff be asked to bring back a report to the December Trust Council meeting for consideration of a three in-person meeting schedule.**

There was significant discussion at the meeting as to the viability or preference of Trust Council to have 'live' or in person meetings or how many should be had in any given year. Accordingly, direction was given to staff to provide options for 3 Trust Council in-person meetings a year.

Unfortunately, staff have been unable to deliver the report for December as requested due to two primary factors, current workloads and the complexity associated with providing viable alternatives for Trust Council. Senior staff are primarily working on the annual budget process, the strategic plan and the 2050 Policy Statement Engagement Program. To determine the best means of moving to a 3 meeting annual schedule will require consideration of:

1. Our legal obligation to table a budget, present financial statements (audit), present our annual report.

2. Our legislative responsibilities under Section 16 of the *Islands Trust Act* to approve bylaws.
3. Any potential changes to Islands Trust Policy such as the Meeting Procedures Bylaw.
4. The viability of electronic meetings. Trust Council has discussed having an electronic meeting as an alternative to a live Trust Council meeting. Staff have no reliable information at this time as to the costs, technical requirements, public access requirements under the Community Charter, web access, or other key criteria for hosting electronic meetings.

However, there remains a need to book specific locations that correspond to the dates selected by Trust Council. Staff recommend the following locations for approval by Trust Council:

March 10-12 Salt Spring Island
June 16-19 Hornby Island
September 15-17 Mayne Island
December 1-3 Victoria

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Choice of which islands to hold the meetings on has been loosely based on the date last visited as shown in the following chart:

Historical Trust Council Locations at a Glance

	2012	2013	2014	2015	2016	2017	2018	2019
Jan	NA	NA	NA	NA	NA	NA	NA	Nanaimo
March	Gabriola	Thetis	Hornby	Gabriola	Hornby	Gabriola	Salt Spring	Gabriola
June	Pender	Mayne	Saturna	Galiano	N. Pender	Lasqueti	Saturna	Galiano
Sept	Bowen	Lasqueti	Keats	Bowen	Sidney	Denman	Keats	Bowen
Nov	NA	NA	NA	NA	NA	NA	Victoria	NA
Dec	Salt Spring	Victoria	Victoria	Victoria	Salt Spring	Victoria	NA	Victoria

Approving the 2020 meeting locations now is prudent in order for staff to secure accommodations and meeting space which may be otherwise booked or unavailable.

FINANCIAL:
Approving of meeting locations now will enable staff to secure accommodations and meeting space and provide the opportunity to hire services within the Trust Council meeting budget.

POLICY:
Policy 2.2.2 (4.1) states, "It is intended that Trust Council will hold three of its quarterly meetings on Trust Area Islands and its December meeting in Victoria."

IMPLEMENTATION/COMMUNICATIONS:
Approving the 2020 meeting locations now will give trustees and staff lead time in planning and organizing corporate and personal calendars as well as provide public notice as directed in the Meeting Procedures Bylaw 101, item 10.4.

FIRST NATIONS:
N/A

OTHER:
N/A

4 RELEVANT POLICY(S):

Meeting Procedures Bylaw No. 101
Policy 2.2.2 Council Meeting Preparation

5 ATTACHMENT(S)

N/A

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the following meeting locations for the 2020 legislative year:

March 10-12 Salt Spring Island,
June 16-19 Hornby Island,
September 15-17 Mayne Island,
December 1-3 Victoria.

Alternative: As directed by Trust Council.

Prepared By: Russ Hotsenpiller, Lori Foster

Reviewed By/Date: November 14, 2019

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	December 4, 2019
From:	**CAO and Executive Committee**	**Date Prepared:**	November 14, 2019
SUBJECT:	**2019 UBCM Briefing**		

PURPOSE: To provide an overview to Trust Council on the 2019 Union of British Columbia Municipality (UBCM) meetings held in Vancouver, September 23-27, 2019.

BACKGROUND: The Islands Trust provided a delegation to the 2019 UBCM meetings in Vancouver this year. The efforts of the Islands Trust delegation were spread throughout organized meetings with Provincial Ministers and staff, clinics, delegates events, the Islands Trust Breakfast, meetings with other local governments, the Resolutions Sessions and the election of new UBCM Executive.

Attendees Chair Luckham, and Vice Chairs Rogers and Patrick attended on behalf of Trust Council. Vice Chair Sue Ellen Fast attended on behalf of the Bowen Municipal Council and Chair Kate Louise Stanford attended on behalf of the Island Trust Conservancy. Staff in attendance were Russ Hotsenpiller, CAO and Lisa Wilcox, Senior Intergovernmental Policy Advisor.

Chair Luckham: "It is a real pleasure and honour for me to be able to attend UBCM on behalf of Trust Council. It is a unique opportunity to not only learn what's new and significant with the Provincial government but also what is happening on the ground in local governments throughout British Columbia.

I participated in the Small Talk forums this Year an opportunity to dialogue with community leaders in rural communities of a similar size to our own.

Plenary /workshop and "Town Hall" sessions included:

- BC Energy Futures, a debate style presentation balancing Climate Change and community energy & economic needs.
- Connected Communities BC, Enhancing Resiliency through Connectivity.
- This was a very engaging presentation about how high speed connectivity has improved the quality of life and economic opportunity for small communities. The take home from Minister Jenny Sims in this session is "improved connectivity brings the children back home to your communities."
- Ship-source Oil pollution Compensation 101, This was an information/update session on the Federal Ministry of Transports work in funding and supporting individual and local governments work in Oil spill and vessel recovery programs. Significant events have been mitigated thru this program and they are there to fund this recovery work when needed.
- Reconciliation: Moving forward together, This presentation was a Quartet of Provincial Ministers, standing behind this governments work in creating opportunities and support for not only First Nation communities but for all British Colombians to engage in reconciliation and support for understanding UNDRIP.

- Honourable Carole James, Minister of Finance and Deputy Premier Honourable Scott Fraser, Minister of Indigenous Relations and Reconciliation Honourable David Eby, Attorney General Honourable Katrine Conroy, Minister of Children and Family Development."

Workshops and Clinics (General)

Monday Sept 23
Sustainable Funding for Watershed Resilience: Laura Patrick
Funding Resources for Local Government: Dan Rogers

As a pre-conference tour, Trustee Patrick visited the Reiderman Residence on 7430 and 7460 Heather Street, a supportive modular housing project. "This was the first modular housing project in Vancouver. BC Housing and the non-profit housing providers answered questions and shared stories of how this housing has positively impacted residents and the local community. Rural communities voiced frustrations with BC Housing due to the program favoring large urban centers."

Trustee Rogers: Attended "Tools, Funding and Resources for local Government which was a marketplace like event. I talked to folks from Municipal Affairs, forestry, invasive species, ministry of environment and housing looking for resources for LTC's."

Trustee Patrick attended a pre-conference workshop sponsored by the University of Victoria's POLIS – Water Sustainability Project. The City of Gibson, Regional District of Kootenay Boundary and Cowichan Valley Regional District staff shared details about their approaches to watershed protection and funding levels.

Tuesday Sept 24

Trustee Rogers "attended the plenary session on BC's energy future which was an open discussion between energy related communities and those focusing on alternative energies. Trustee Rogers also attended a session on the Clean BC provincial strategy. I attended the plenary session and in the afternoon I attended a Cabinet Town Hall called "A place worth Protecting" which focused on Fire prevention, marine pollution and policing. I did inquire about the Marine pollution work being done by MLA Malcolmson. "

Small talk forum Notes: Technology sector growing, bigger pay, top 5 sector, Vancouver has 1000 companies, hydro power is the life of tech, needs clean power, big buildings, convert saw mills, fiber optics is special and needed, remote workers are a real thing, trade workers and tech workers.

Resiliency and Change in BC Forest Sector: Notes: North Island Community Forest (NICFLP), three northern Vancouver Island communities started forest company, Port Hardy, Port McNeil, Port Alice limited partnership to limit liability, applied for tenure in 2011, 10000 cubic meters cut, made 7 million, 5 million has gone back to the community, each community using money for different reasons, why so successful= partnerships with BC timber sales, want to expand into the future.

BC Forestry Panel: Minister Doug Donaldson, FLNRO, 69 million for workers in communities to get through unprecedented downturn in the market, need people to remain in the communities for when things turn around, resiliency and change. We want to see a bright future in forestry, how do forests need to be managed differently in the future, fiber and driving logs to local consumption. Amend legislation, Bill 21 *Forest and Range Practices Amendment Management Act*, more transparency in process, development plans, Bill 22, *Forest Amendment Act.* Old Growth Panel in the fall, introduction of UNDRIP to forestry and the land base.

Log supply and drop in AAC (annual allowable cut) is changing industry, focus on maximizing value over maximizing volume, dimensional lumber may be less important, more balanced approach, engineered wood, 12 story wood construction up from six storeys - building code changes.

- Jim Schafthuizen, Executive Director, Forest Policy and Indigenous Relations Division, Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) spoke on beetle, wildfire, disturbances, we have dynamic situation, more spruce beetle in the north, cumulative effects, how is that effecting other elements of the land base, climate change impacting as well, we have done a good job on stewardship, views of public are changing.
- Shane Berg, Executive Director, Deputy Chief Forester, FLNRORD believes that BC forests are the crown jewel, few regions have our forests, leader in the world, despite our best efforts we are in challenging times with what is affecting and impacting our forests: Douglas fir beetle, wild fires, drought and climate change, old growth that could be supply, First Nations incorporated knowledge into the industry.
- Jeff Mycock, Chief Forester, West Fraser Mills commented on no surprise to the transition we are in, never have had such a difficult time, the pace is rapid, there is a future for forestry however, there is financial despair in the industry, some underlying issues, some good ideas in Council of Forest Industries (COFI paper), SMART FUTURE which should get traction.
- Christine Gelowitz, CEO, Association of BC Forest Professionals commented things are rapidly changing affecting standards for the professional association.
- Jenn Gunter, Executive Director, BC Community Forest Association will have a big role to play in the future.
- Move to different forest management paradigm, need to move overlapping lines and polygons, land use plans don't make sense, it is not working for anyone, too much talk, need action on the land scape level. More localized forest model that does not divide the forest up, multi sector, more dynamic management and programming. Who decides how the forests are used? It is the landowner? Crown is the answer, are the values and objectives that underpin the forest policy we have still relevant?
- Change our legislation, forest planning needed at local level.
- Embrace Rights and Title interests across the province for 200 + First Nations.

Provincial housing update: Minister Robinson, staff, Housing Policy Branch: what has been done this year, provincial sales tax, hidden home ownership, provincial group on money laundering, Municipal & Regional District Tax Program (MRDT) revenues can be used for housing.

Wednesday Sept 25
Varied sessions, focused upon Convention opening, resolutions, elections, keynote address, area luncheons.

Thursday Sept 26
Laura Patrick attended the session "Tackling the Housing Crisis through Leadership & Co-Creation". "Mayor Jonathan Coté (City of New Westminster), Councilor Erin Hemmens (City of Nanaimo) and Mayor Mike Hurley (City of Burnaby) shared how they used their leadership to help strike a balance between the rising pressure to deliver on housing, the risk of alienating stakeholders, and moving too slowly. Applicable to our rural islands are the tools produced to communicate housing needs – better profiling of the different housing needs, clear explanations of responsibilities of all levels of government, and the tools available for land use planning."

Trustee Rogers attended the plenary sessions and was present for various votes and to speak to Islands Trust motions if necessary. He visited the Trade Show and engage with various representatives at booths on a variety of issues including ocean protection, government audits etc.

CAO attended Modernizing BCs Emergency Program Act.

Meeting summaries

Met with Auditor General of Local Government (AGLG) representatives at booth to review elements associated with conducting audit and amended *Auditor General Act.* CAO and Chair Luckham met separately.

Chair Luckham and CAO met with Ministry Staff re foreshore jurisdiction with Chair of CVRD, Brian Carruthers, and Electoral Area Directors.

Met with Minister Sims of Citizens' Services, Executive Director Howard Randell, and Assistant Deputy Minister (ADM) regarding Connected Coast and provision of funding for islands not currently funded: current program is "baked", could do something next round, need a full plan, with a focus on the last mile.

Met with Brian Carruthers, (Cowichan Valley Regional District) CVRD re watershed issues: he will send contact for his water specialties, William Shulba to join their tech working group.

Met with Minister Fraser, Minister of Indigenous Relations and Reconciliation (MIRR). Chair Luckham provided overview of our current work, quote from Minister Fraser "some organizations are not afraid to take the bold step the Islands Trust is taking, appreciate the effort and intention of IT work, we are a unique government, wants to work with us" looking forward to meeting in October.

Met with FLNRO Deputy Minister John Allen:

- Mentioned that we do not see logging plans in Private Managed Forest Plans or Crown.
- They are looking for resolution of conflicts, acknowledge lack of transparency and impacts to land use planning.
- Amendment to Section 21 of Forestry and Range, Practices Code being contemplated.
- Discussed Old Growth Strategy Working Panel, discussed Islands trust participation.
- Generally a good meeting, with invitation to continue discussion.
- Values are changing and needs to be acknowledged throughout industry.

On request from Salt Spring Island's Community Economic Development Commission, Laura Patrick requested, and was granted, a meeting with Greg Goodwin, Executive Director for Regional Economic Policy & Projects. The purpose of the meeting was to request that the Island Coastal Economic Trust (ICET) fund be extended to include the islands within the Capital Regional District.

Breakfast Summary

The Islands Trust Breakfast was held at 7 am on Tuesday September 24. An extensive list of local, provincial, and federal representatives and staff were invited. There were approximately 18 confirmed attendees and ultimately 15 actual attendees. A number of MLA's throughout the Trust Area were in attendance: Adam Olsen, Michelle Stilwell, Nicholas Simmons, Doug Routley, Jordan Sturdy as well as Sheila Malcolmson. Other attendees included the Executive Committee, Ministry staff and Gary Holman, Gary Ander Mayor of Bowen Island and Trustee Michael Kaile.

Chair Luckham provided a presentation on the Islands Trust and outlined current strategic priorities and issues. Kate Louise Stamford, Chair of Islands Trust Conservancy then provided an overview of the work being done by the Conservancy, emphasizing its benefit to the province as a whole.

During general conversation, the topic of Bowen Island and its role within the Trust was raised. Good conversation overall, suggestion that next year's forum could be focused on a single topic that is important to everyone within the Trust Area.

RESOLUTIONS

The Islands Trust sponsored two resolutions

1. **B 53 Development Permit Area Requirements**

Whereas in 2003 and 2011 UBCM endorsed resolutions calling for legislative changes so local governments can issue municipal ticket information or bylaw violation notices for contraventions of the

prohibition on altering land in designated development permit areas, or contrary to issued development permits, but these changes have not yet occurred;

And whereas in British Columbia, designation of development permit areas is the main legislative mechanism for addressing protection of riparian and environmentally sensitive area and for protecting development from hazardous conditions such as erosion:

Therefore be it resolved that UBCM request the provincial government to improve the enforceability of development permit area requirements by enabling local governments to enforce violations by way of prosecution, ticket or bylaw notices.

Endorsed by the Association of Vancouver Island and Coastal Communities

UBCM Resolutions Committee recommendation: Endorse

UBCM Resolutions Committee comments: The Resolutions Committee notes that the UBCM membership has endorsed similar resolutions which call on the Province to improve enforceability of development permit requirements by enabling local governments to issue tickets, levy fines and/or initiate prosecution when violations occur (2013-B113, 2011-B45, 2003-B89)

2. B 155 Key Marine Cumulative Effects Values

Whereas the Province of British Columbia has adopted the use of a cumulative effects framework to help identify and manage cumulative effects across the natural resource sector;

And whereas the cumulative effects framework allows for the inclusion of marine values but the Province has not yet approved any marine values for cumulative effects assessment to inform decision making in coastal regions:

Therefore be it resolved that UBCM request the provincial government to prioritize the approval of key marine cumulative effects values for long-term monitoring and cumulative effects assessments in coastal regions.

Endorsed by the Association of Vancouver Island & Coastal Communities

UBCM Resolutions Committee recommendation: No Recommendation

UBCM Resolutions Committee comments: The Resolutions Committee advises that the UBCM membership has not previously considered a resolution calling on the Province to prioritize the approval of key marine cumulative effects values for long-term monitoring and cumulative effects assessments in coastal regions

Both resolutions passed.

ATTACHMENT(S):

1. **Speaking notes for Meeting with Scott Fraser, MIRR**
2. **Speaking notes for meeting with John Allen, DM, FLNROD**

FOLLOW-UP: Executive Committee and staff will follow up on meeting discussions as required.

Prepared By: R Hotsenpiller

Reviewed By/Date: November 14, 2019

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	December 3-5, 2019
From:	Laura Patrick	**Date Prepared:**	November 21, 2019
SUBJECT:	Trustee Sponsored Request for Decisions		

RECOMMENDATION: THAT the Islands Trust Council adopt a policy whereby trustee sponsored Requests For Decisions are included for consideration by Trust Council on a phased basis.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Trust Council has the ability to direct how it receives items for decision including trustee sponsored Requests for Decision. If Trust Council supports the recommendation, further staff reporting would provide the details and policy amendments that would be required.

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1 **PURPOSE:** This Request for Decision (RFD) serves two purposes: A demonstration of a revised process; and, to stimulate a discussion on opportunities to improve the process for Trustee Sponsored Request for Decisions.

2 **BACKGROUND:** Trustees bring forward a range of RFDs from simple to complex topics. Sometimes, RFDs, that are more complex in nature, can be passed relatively quickly and perhaps without full discussion and understanding of the dissenting view. This can leave some Trustees frustrated and feeling not heard.

3 **IMPLICATIONS OF RECOMMENDATION**

ORGANIZATIONAL: I am proposing a staged approach to be considered as an option for Trustees to bring RFDs to the Trust Council table. This option is intended to improve upon a Trustee's initial idea by soliciting broader opinions. If the majority of the Trustees support the idea or better yet, improve upon the idea, a motion could be crafted to proceed to a next step. For example, direct staff to prepare a report on developing a phased approach option for Trustee Sponsored RFDs for discussion at the next Trust Council meeting.

Please note that this option is not intended to interfere with a Trustee's right to bring RFDs to the table.

FINANCIAL: Not Applicable.

POLICY: Not Applicable.

IMPLEMENTATION/COMMUNICATIONS: Not Applicable.

FIRST NATIONS: Not Applicable.

OTHER: Not Applicable.

4 RELEVANT POLICY(S): 2.2.1 Requests For Decision/Reports

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation: THAT the Islands Trust Council adopt a policy whereby trustee sponsored Requests For Decisions are included for consideration by Trust Council on a phased basis.

Alternative: as directed by Trust Council

Prepared By: Lesley Valour/A/Sr. Policy Advisor, Trust Area Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/November 21, 2019

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 4, 2019
From:	Carmen Thiel, Legislative Services Manager	**Date Prepared:**	November 14, 2019

SUBJECT: **Streaming Public Meetings: FOI and Privacy Considerations**

PURPOSE:

To discuss the privacy considerations under the Freedom of Information and Protection of Privacy Act (FOIPPA) for streaming public meetings.

BACKGROUND:

At its September 18, 2019 meeting Trust Council received a briefing on the information technology considerations of streaming meetings. This is the second, in a series of reports on this topic, which covers the provisions of the Freedom of Information and Protection of Privacy Act as it applies to streaming public meetings.

Islands Trust corporate bodies may record public meetings and disclose the recordings (stream) in accordance with sec. 26(g) and sec. 33(1)(q) & (r)(ii) of FOIPPA. This Act provides that a public body may collect and disclose personal information if it is obtained at a public event at which individuals voluntarily appear and that is open to the public.

Advice from staff at the Office of the Information and Privacy Commissioner for BC, about implementing a streaming program for public meetings which conforms to provisions in FOIPPA, include the following:

- A local government or public body can amend its procedure bylaw to allow recording of meetings and disclosure of them to the internet. The procedure bylaw amendment can also address the circumstance where a member of the public does not wish to be video recorded such as the suggestion that the person move outside the range of the camera;

- In keeping with provisions under FOIPPA, video recordings and any other form of Islands Trust records must be stored on servers within Canada. In BC this negates the use of low-tech streaming options such as posting video recordings to social media sites such as Facebook or YouTube.

- As part of best practices, a public body can post a notice at the entrance to the public meeting venue and at the speakers' podium stating that the meeting is being video recorded and will be posted to the internet. The Chair of the meeting can also inform meeting attendees of this practice.

At its September 18, 2019 meeting, Trust Council also approved the interim strategic plan which includes 'Broadcast Public Meetings' as a strategic item. The financial resources required for this undertaking was estimated at approximately $45,000, not including the cost of staff time. This strategic plan item was included in the initial draft of the 2020/21 budget which was reviewed by Financial

Planning Committee (FPC) at their October 2019 meeting. At this same meeting, FPC passed the following motion:

"that Financial Planning Committee request staff to prepare a draft budget for Trust Council which includes an option for a small pilot project in regards to broadcasting public meetings."

The current draft of the budget to be reviewed by Trust Council at its December 2019 meeting has been amended to reflect this direction from FPC, and includes a modest amount of $7,100 for the IT components associated with conducting a trial run of broadcasting meetings for select LTCs only. It should be noted that the legal and privacy risk associated with a trial of broadcasting meetings is the same as if Trust Council were to undertake the project in its entirety.

ATTACHMENT(S): N/A

FOLLOW-UP:

Staff will receive Council feedback on this report and, at Council's or a Local Trust Committee's direction, will draft amendments to respective procedure bylaws to incorporate a section about the recording of meetings and disclosure of the recordings to the internet. In addition, standard signage will be developed for display at meetings which are being video recorded.

Prepared By:	Carmen Thiel, Legislative Services Manager; and Julia Mobbs, Director of Administrative Services
Reviewed By/Date:	Russ Hotsenpiller, CAO November 14, 2019

December 2019 Islands Trust Council

Proposed National Marine Conservation Area Reserve for the Southern Strait of Georgia

11:00 a.m. – 12:00 p.m. Wednesday, December 4th, 2019

Purpose: To update Trust Council on the progress for the feasibility assessment for the proposed National Marine Conservation Area Reserve in the Southern gulf Islands

Resources: James Gordon, Project Manager, Protected Areas Establishment Branch, Parks Canada
Clare Frater, Director of Trust Area Services
Russ Hotsenpiller, Chief Administrative Officer

TIME	TOPIC	WHO
11:00 a.m. – 11:30 a.m.	Proposed National Marine Conservation Area Reserve establishment process	James Gordon
11:30 a.m.– 11:45 a.m.	First Nations consultation for the proposed National Marine Conservation Area Reserve establishment process	James Gordon
11:45 a.m. – 12:00 p.m.	**Discussion**	All

Islands Trust Policy Statement

- 3.1.9 Trust Council encourages actions and programs of other government agencies which: place priority on the side of protection for Trust Area ecosystems when judgment must be exercised, protect the diversity of native species and habitats in the Trust Area, and prevent pollution of the air, land and fresh and marine waters of the Trust Area.
- 3.4.2 It is Trust Council's policy that marine areas be protected and coastal zone management principles be defined in consultation with agents of the government of British Columbia, the government of Canada, Crown corporations, municipalities, regional districts, non-government organizations, property owners and occupiers.
- 3.4.6 Trust Council encourages the Provincial and Federal governments to develop existing and new programs such as "harvest refugia", which protect and enhance the populations of native marine species of the Trust Area.

From: Elizabeth FitzZaland <elizabeth@greencitybuilders.ca>
Sent: Tuesday, November 5, 2019 6:06 PM
To: Lori Foster <lfoster@islandstrust.bc.ca>
Subject: Request for a Delegation to Trust Council at the Dec. 2019 Meeting

Hi Lori,

I am writing on behalf of Salt Spring Solutions and the Salt Spring Housing Council to request a delegation to Trust Council at their December meeting in Victoria.

The Delegation Information:

Representative: Elizabeth FizZaland
Organization: Salt Spring Solutions and the Salt Spring Housing Council
Topic: Affordable Housing as a Top Priority in the Islands Trust Area

Please let me know if you require any other information from me or the organizations in order to review this request.

Many thanks,
Elizabeth

Elizabeth FitzZaland MCIP, RPP
Green City Builders
250.538.7027
www.greencitybuilders.ca

From: Shauna Doll <shauna@raincoast.org>
Sent: Friday, November 8, 2019 4:28 PM
Subject: Submitting delegation
Attachments: Request for Delegation.pdf

Hello there,

I am writing to submit a delegation before the Islands Trust during the upcoming quarterly meeting. I have attached my request to this email for your review.

Thank you for your consideration.
Sincerely.
Shauna Doll

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Shauna Doll, BA, MREM
Research Collaborator
Raincoast Conservation Foundation
C:902-817-0436

Request for Delegation

November 8, 2019

Submitted by: Shauna Doll
Lead Researcher, CDF Conservation Project
Raincoast Conservation Foundation
2238 Harbour Rd,
Sidney, BC V8L 2P6

Submitted to: Lori Foster
Executive Coordinator
Islands Trust
1627 Fort St,
Victoria, BC V8R 1H8

At the beginning of October 2019, Raincoast Conservation Foundation initiated a project on Coastal Douglas-fir (CDF) conservation on the Gulf Islands. Using mixed methods, including an ecological inventory, we aim to characterize the current state of the CDF using Pender Islands as a case study. We request audience with the Islands Trust at the quarterly meeting scheduled in December to introduce the work we have planned and the outcomes we aim to achieve through our research.

Gulf Islands Alliance Delegation Request

-----Original Message-----
From: Graham Brazier [redacted]
Sent: Tuesday, November 12, 2019 10:17 AM
To: Jas Chonk <jchonk@islandstrust.bc.ca>
Subject: Delegation

Hello Jas Chonk

On behalf of the Gulf Islands Alliance I would like to request that time be made available to address Trust Council on Wednesday December 4 on the subject of the Policy Statement review process.

Graham Brazier
Gulf Islands Alliance

December 4, 2019
Islands Trust Council
STRATEGIC PLAN SESSION

Background: Trust Council is in the process of finalizing its strategic priorities. It received a draft Strategic Plan in September 2019, which it amended and then approved as the Interim 2018-2022 Islands Trust Strategic Plan

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Purpose: The purpose of the session is to consider the amended Interim Strategic Plan for final adoption. Staff will provide a brief overview of recent amendments to the plan, the budget that has been allocated towards strategic items and answer any questions of Council.

Trust Council will then see fit to adopt the Strategic Plan, amend and then adopt the Strategic Plan, or ask for more significant amendments and a delayed adoption.

Resources: Russ Hotsenpiller, CAO

Attachments: Staff Report dated November 14, 2019
Interim 2018-2022 Strategic Plan

TIME	TOPIC	WHO
3:45 – 4:45	Review of Strategic Plan	CAO

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	December 4, 2019
From:	**CAO**	**Date Prepared:**	November 4, 2019

SUBJECT: **Consideration and Adoption of the Islands Trust 2018-2022 STRATEGIC PLAN**

RECOMMENDATION: **THAT** the Interim Strategic Plan be amended by removing items "vi","vii", viii, and "ix" as outlined in Affordable Housing in the Trust Area: Strategic Actions for Islands Trust, AND FINALLY, THAT the 2018-2022 Strategic Plan be adopted.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The draft Strategic Plan is a comprehensive and ambitious document that summarizes the key priorities of Trust Council: environmental protection, climate change, First Nations reconciliation and improved public process and communication. The dominant theme is updating Official Community Plans and Land Use Bylaws in these key areas. It emphasizes both processes and the core authorities afforded the Islands Trust through the Islands Trust Act, Local Government Act and Policy Statement. To fully implement the strategic plan will take a number of years and will inevitably require that some of the key objectives and strategies may need to be realized in the 2022-2024 term.

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1 **PURPOSE:** To consider any amendments to the Interim Strategic Plan and to adopt a final 2018-2022 Strategic Plan of the Islands Trust.

2 **BACKGROUND:** At the September 2019 meeting on Bowen Island, Trust Council reviewed the first draft of the Strategic Plan over a two day period and made the following 12 amending motions (only those motions which passed or amended the draft strategic plan are listed):

1. **TC-2019-076**

MOVED by Trustee Morrison, SECONDED by Trustee Patrick,
That item # 9 be replaced with: *Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.*

CARRIED

2. **TC-2019-077**

MOVED by Trustee Rogers, SECONDED by Trustee Dodds,
That item # 18 *"development of tourism impact study"* be removed.

CARRIED

3. **TC-2019-078**

MOVED by Trustee McConchie, SECONDED by Trustee Brent,
That item #10 *"support and promote water conservation measures such as rainwater catchment and greywater recycling*" be removed.

CARRIED

4. **TC-2019-079**

MOVED by Trustee Peterson, SECONDED by Trustee Brent,
That item #26 *"determine if additional changes to the Policy Statement are desired by Trust Council"* be removed.

CARRIED

5. **TC-2019-081**

MOVED by Trustee Rogers, SECONDED by Trustee Rockafella,
That item # 16 "*adopt public engagement policies and practices*" be removed.

CARRIED

6. **TC-2019-082**

MOVED by Trustee Busheikin, SECONDED by Trustee Brent,
That item # 13 "*update and amend the Islands Trust Climate Action Plan to include corporate practises and strategic objectives"* be removed.

CARRIED

7. **TC-2019-088**

MOVED by Trustee Morrison, SECONDED by Trustee Dodds,
That item #26 *"determine if additional changes to the Policy Statement are desired by Trust Council"* be added back to Strategic Plan.

CARRIED

8. **TC-2019-089**

MOVED by Trustee Patrick, SECONDED by Trustee Wolverton,
That the following be added to the Strategic Plan: "implement the high priority actions outlined in the *Affordable Housing in the Trust Area: Strategic Actions for Islands Trust* previously referred by Trust Council".

CARRIED

9. **TC-2019-090**

MOVED by Trustee Brent, SECONDED by Trustee Rogers,
That item #4 be replaced with: *"advocate to minimize the impact of commercial activities on the marine environment"*.

CARRIED

10. **TC-2019-091**

MOVED by Trustee Middleton, SECONDED by Trustee Dodds,
That the following be added: "*participate in Canada's Southern Resident Killer Whale (SRKW) recovery plan".*

CARRIED

11. **TC-2019-092**

MOVED by Trustee Fast, SECONDED by Trustee Patrick,
That the 2018-2022 Strategic Plan be adopted as amended.

12. **MOVED by Trustee Rogers, SECONDED by Trustee Dodds,**
that the motion be amended to add the following: on an interim basis and to be brought back to Trust Council in December for final adoption.

CARRIED

The question on the motion, as amended, was then called,

CARRIED

]

The Strategic Plan has been amended as directed by Trust Council and is attached as Appendix A to this report as Draft #2, Version 2, 2018-2022 Islands Trust Strategic Plan.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

i. **Committee responsibilities:** Over the last two months both Trust Programs Committee (Nov 6), Local Planning Committee (Nov 8), and Executive Committee (Oct 30 and Nov 20) have reviewed the Plan to consider what items would be whose responsibility. Substantially those allocations have taken place; however, there will likely be some adjustment as work is advanced.

ii. **Viability of the Plan:** In previous reporting and during discussions at Trust Council it has been pointed out that the draft Strategic Plan may be too ambitious and have too many work items contained within it given the workload and available staff and financial resources. In September a number of items were removed by Trust Council to lessen the load, and a number were added such that the Plan has expanded to approximately 30 discrete strategies. It will be a challenge to accomplish all of these works within the term, but Trust Council may be comfortable with this uncertainty. Given this reality the core questions remain as Trust Council contemplates final adoption:

   a. Does the strategic plan include Trust Council's priorities? Has anything been eliminated that needs to be reconsidered?
   b. Is the emphasis upon collective programming, the development of model climate change policy, First Nations programming and environmental protection acceptable to Trust Council?
   c. Is the plan too large and too ambitious? If so, what would be your top five items that you would remove from the strategic plan or are you comfortable with a more flexible timeline for completion?

FINANCIAL: The Strategic Plan was referred to Financial Planning Committee (FPC) on October 23, 2019 at which point the Committee requested some amendments to the budget of the Strategic Plan. These changes were included in the November 12, 2019 meeting materials for FPC and have been forwarded to the December Trust Council under the Draft 20/21 Budget Overview and Highlights Report.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council at their September 2019 meeting as part of the Interim Strategic Plan, and amount to $225,650 in the 2020/21 draft budget (2019/20 - $225,000), broken down as follows:

- Map the extent of eelgrass and kelp beds throughout the Trust Area ($50,000)
- Develop a regional freshwater strategy ($4,000)
- Review Foreshore Policies/Bylaws and Develop Model Policy ($10,000)
- Map and Develop Water budgets for groundwater aquifers ($50,000)
- Develop climate change, demographic, and environmental indicator data sets ($5,000)
- Broadcast public meetings (trial run with select LTCs) ($7,100)
- Develop and implement a stewardship education program ($15,000)
- Adopt and implement a Reconciliation Action Plan ($17,550)
- Amend the Policy Statement introductory + definitions sections ($45,000)
- Housing Initiatives: 1 per year ($10,000)
- Secretariat function ($12,000)

While the Strategic Plan has a 5 year financial planning schedule, Trust Council maintains control of the process by voting annually to approve each budget.

POLICY: Generally the policy implications of this decision have been well reported and discussed at Trust Council. There are few instances within the draft Strategic Plan that will require amendment to any Trust Council policy.

IMPLEMENTATION/COMMUNICATIONS: The Plan is implemented through Council Committees/LTC work programs. It is promoted and communicated as part of the Islands Trust communications plan.

FIRST NATIONS: The Strategic Plan includes a number of initiatives that would be amongst the most ambitious that the Islands Trust has ever undertaken including making a Reconciliation Declaration, implementation of a Reconciliation Action Plan, and undertaking consultation regarding the Policy Statement Review.

OTHER: ANALYSIS AND FURTHER ISSUES FOR CONSIDERATION

I. Trust Council, Bowen Island and Local Trust Committees: The role or relationship between Islands Trust Council and Local Trust Committees (LTCs) and Bowen Council including the relationship between the Strategic Plan and individual Local Planning Committee work plans was a source of considerable conversation at Trust Council and it is important that a common understanding of these relationships exists. There is currently discussion occurring as to whether LTC and Trust Council have significantly different roles, mandates, authorities, etc. and should be treated as related but separate entities and that strategic planning does not relate to LTC issues. The totality of that discussion is beyond the scope of this report. However, it is clear that Trust Council can enable or assist LTCs in doing their work in a number of ways and that its strategic priorities are related to Local Trust Committees.

a) In order to implement comprehensive and Trust-wide initiatives, i.e. climate change policy development, it is much more efficient, affordable and cohesive to have Trust Council fund the development of common policy with the intention that LTCs create bylaws in support of these policies, and to not continuously replicate or needlessly identify minor differences between islands communities.

b) As per policy and the will of Local Trust Committees, LTCs may adopt up to 3 work plan items a year which are funded by Trust Council.

c) Local Trust Committees have Trust Council appointed Vice Chairs as part of their committees.

d) Given the ambitions of Trust Council and the relatively small size of the various island jurisdictions, it is not reasonable to measure success solely on an island-by-island basis.

e) Given the above, it is advantageous that there is a correlation between Trust Council strategic initiatives and local planning initiatives.

To that end Appendix B of this report summarizes the work plans of the various LTCs and finds that of 42 top priorities of LTCs, 20 or 45% advance the proposed Strategic Plan.

II. Affordable Housing

At its business meeting in September 2019, Trust Council amended the draft Strategic Plan to "implement the high priority actions outlined in Affordable Housing in the Trust Area:

Strategic Actions for Islands Trust previously referred by Trust Council". At the time Trust Council did not review the nine items that would be added to the Strategic Plan if this amendment was made to the Plan. The high priority items include nine actions spread between Local Planning Services and Trust Area Services. They are:

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.
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.
iii. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.
iv. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.
v. Develop model bylaws to address the use of building stratas as a tool for affordable housing.
vi. Continue development of a program for Islands Trust to hold and administer housing agreements on behalf of local trust committees (NOTE: this is completed).
vii. Trust Council to use coordination authority of Islands Trust Act to strike a multi-stakeholder and inter-jurisdictional affordability committee by region. Make sure to include regional districts and the health authorities. Create terms of references based on mutual cooperation and a commitment to considering affordability in application processes and regulatory requirements.
viii. Advocate senior levels of government increase funding for affordable housing specifically targeting low density, rural communities.
ix. Support Bowen Island Municipality in updating its Housing Needs Assessment using a consistent methodological approach as done for the other regions of the Islands Trust Area.

To reduce the number of items in the Strategic Plan and focus on achievement it is recommended that Trust Council consider reducing the list of items.

Items "i" and "ii" above are amendments to the Islands Trust Policy Statement. These can be considered as part of the Phase 2 of Islands Trust Policy Statement review and work will within the proposed Strategic Plan.

Items "iii", "iv" and "v" are all work that could be undertaken by the Local Planning Committee and readily included in the Strategic Plan. The current draft work program for Local Planning Committee for the remainder of the term includes one of these per year for the remainder of the term (and first year of the next term). The Fiscal Year 20/21 budget includes funds for the first of these to be undertaken.

Item "vi" is currently being undertaken as part of the role of the Programs Coordinator. This was added at Trust Council direction previously ands as such, is not required to be in the 2018-2022 Strategic Plan. It is recommended that it be removed.

Item "vii" this recommendation from the Affordable Housing recommendations creates another non elected body for the Islands Trust to administer. Regional Districts have primary authority for this function, and though the Trust could provide assistance, it is debatable whether the Islands Trust could lead a regional affordability committee with any sense of authority. Consideration of this

option could possibly be undertaken as part of the larger secretariat function that is already in the Strategic Plan. It is however, recommended that this item be removed from the Strategic Plan.

Item "viii" represents ongoing advocacy work of the Islands Trust and as such could be removed as an activity of the Strategic Plan or included if made more specific. It is recommended that it be removed from the Strategic Plan.

Item "ix" is no longer needed because Bowen Island Municipality has secured funding to undertake housing needs assessments using provincial funding now available for this purpose.

Recommendation: That of the high priority items, items "vi", "vii", viii, and "ix" be removed from the final Strategic Plan.

4 RELEVANT POLICY(S): None

5 ATTACHMENT(S):

a. **Islands Trust 2018-2022 STRATEGIC PLAN**
b. **List of Local Trust Committees Top Priorities correlated with Strategic Plan**

RESPONSE OPTIONS

Recommendation: THAT the Interim Strategic Plan be amended by removing items "vi","vii", viii, and "ix" as outlined in Affordable Housing in the Trust Area: Strategic Actions for Islands Trust, AND FINALLY, THAT the 2018-2022 Strategic Plan be adopted.

Alternative: Trust Council may wish to consider further additions or deletions to the Strategic Plan.

Prepared By: **R Hotsenpiller**

Reviewed By/Date:

Islands Trust

Strategic Plan 2018-2022

Mount Warburton Pike, SḴEWEWIĆ, Saturna Island

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Sue Ellen Fast
Bowen Island Municipal Trustee

Michael Kaile
Bowen Island Municipal Trustee

Laura Busheikin
Denman Island Local Trustee

David Critchley
Denman Island Local Trustee

Scott Colbourne
Gabriola Island Local Trustee

Kees Langereis
Gabriola Island Local Trustee

Tahirih Rockafella
Galiano Island Local Trustee

Jane Wolverton
Galiano Island Local Trustee

Kate-Louise Stamford
Gambier Island Local Trustee

Statement of Trust Council 2018-2022

This plan represents the priorities of Trust Council and the Islands Trust and provides a framework to guide decision-making and allocate resources. It has been developed by local trustees and informed by the election process itself. It is the result of significant research, reporting and debate and best represents what we consider the work that we must do.

The object clause in the *Islands Trust Act* provides our mandate to 'preserve and protect' the Trust Area and the Policy Statement remains a primary guide in our goal setting and decision-making. We acknowledge however, that the Policy Statement does not fully contemplate much of what we face. First Nations must be acknowledged. The climate crisis is affecting the environment and our lives. Island demographics have changed. Development pressures are more complex. The marine environment is increasingly at risk from oil tanker traffic, plastic pollution, and industrial uses.

As we are successful in achieving our strategic goals, we will be collaborative leaders in coastal zone management. We will understand the freshwater resources on our islands and make land use decisions accordingly. We will amend our bylaws to maximize our ability to address a changed and changing climate. We will tell people who we are and why we exist and ask for their help in achieving the object of the Islands Trust. We will strive to ensure that we enact the guiding principles of Reconciliation creating mutually respectful and collaborative relationships with First Nations. And finally - we will work together - as local trustees and as members of Trust Council, to be efficient and effective in what we achieve and to do it with respect and spirit.

Dan Rogers
Gambier Island Local Trustee

Alex Allen
Hornby Island Local Trustee

Grant Scott
Hornby Island Local Trustee

Peter Johnston
Lasqueti Island Local Trustee

Timothy Peterson
Lasqueti Island Local Trustee

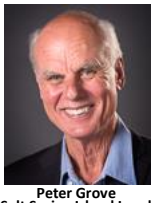
Jeanine Dodds
Mayne Island Local Trustee

David Maude
Mayne Island Local Trustee

Benjamin McConchie
North Pender Island Local Trustee

Deb Morrison
North Pender Island Local Trustee

Laura Patrick
Salt Spring Island Local Trustee


Peter Grove
Salt Spring Island Local Trustee

Paul Brent
Saturna Island Local Trustee

Lee Middleton
Saturna Island Local Trustee

Cameron Thorn
South Pender Island Local Trustee

Steve Wright
South Pender Island Local Trustee

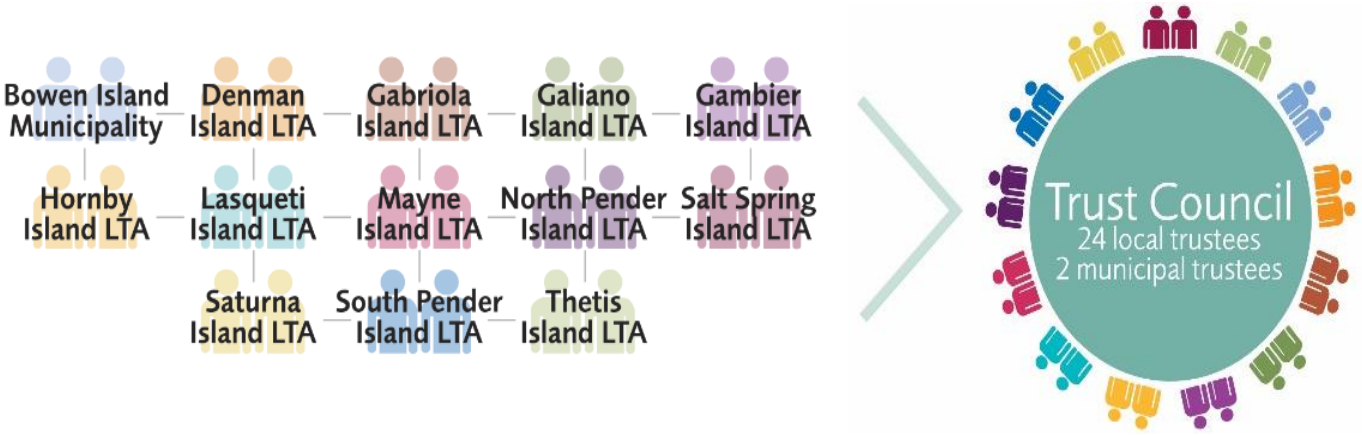
Doug Fenton
Thetis Island Local Trustee

Peter Luckham
Thetis Island Local Trustee

ISLANDS TRUST COUNCIL 2018-2022

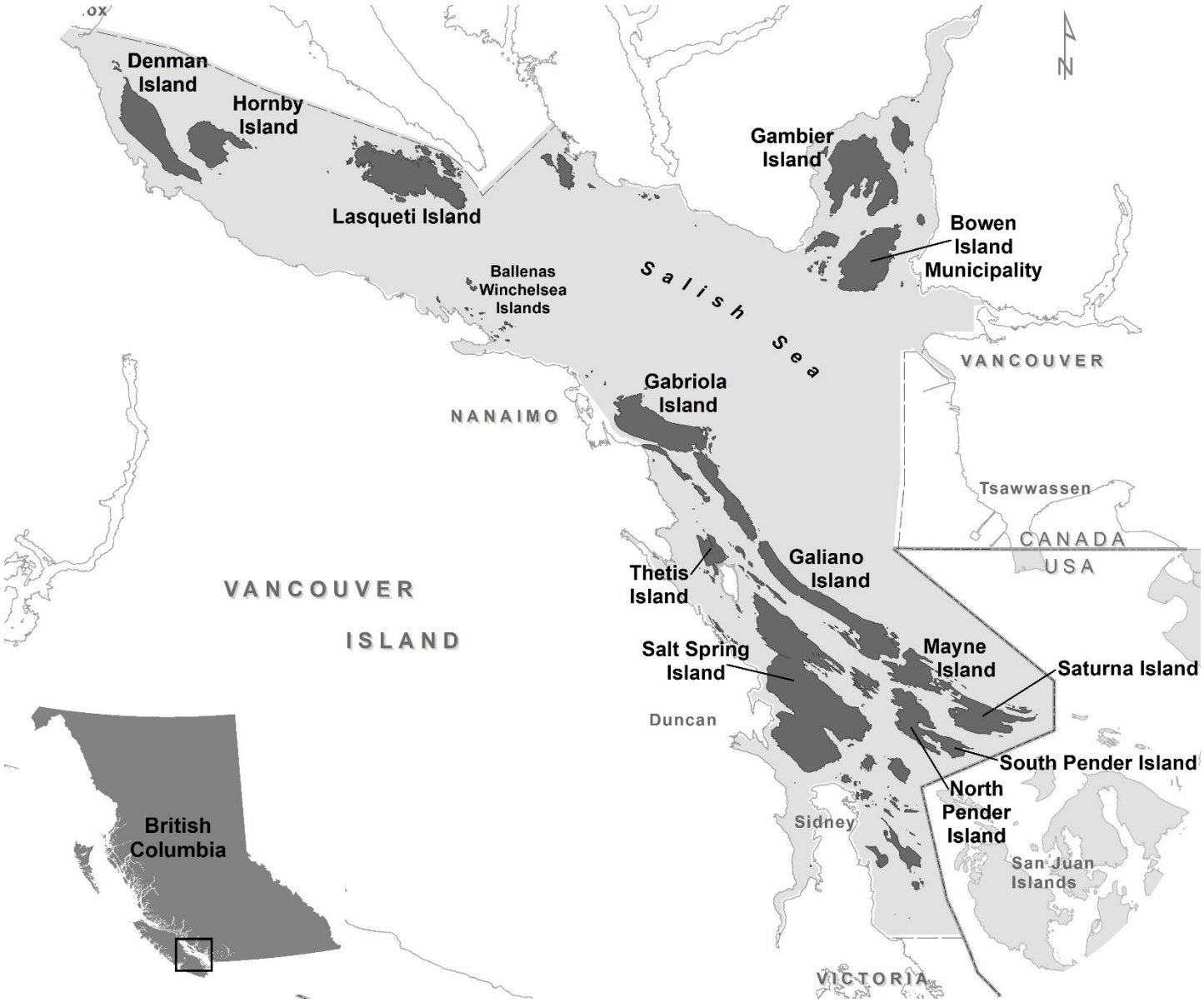
The Islands Trust Council has a unique mandate, to preserve and protect the amenities and environment of the Islands Trust Area, for the benefit of residents and all British Columbians.

Trust Council consists of the 26 locally-elected trustees who also sit on 12 local trust committees and one island municipality. Trust Council meets quarterly to make decisions about the Islands Trust's overall policy, advocacy positions, staff resources and budget. Local trust committees are responsible for land use planning and regulatory decisions that are separate, but complementary to their role at the Islands Trust Council.



THE ISLANDS TRUST AREA

The Islands Trust Area covers the islands and waters between the British Columbia mainland and southern Vancouver Island including Howe Sound and as far north as Comox. This is a unique and special place composed of 13 major islands and more than 450 smaller islands covering approximately 5200 square kilometres.



PURPOSE AND PRINCIPLES OF THE ISLANDS TRUST

OBJECT OF THE ISLANDS TRUST

The Object clause, Section 3 of the Islands Trust Act, provides the purpose of the Islands 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, other persons and organizations and the government of British Columbia.

THE POLICY STATEMENT

The Policy Statement is the foundational guiding document of the Islands Trust. It translates the broad goals of the Province and the Islands Trust into specific actions.

The Policy Statement establishes a position or philosophy of Trust Council, directs local trust committees and island municipalities in the Trust Area to address certain matters, or recommends actions to other agencies or to the public.

GUIDING PRINCIPLES

The guiding principles are in the Policy Statement and function to guide Trust Council and the Islands Trust in decision-making and operations.

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 will seek information from a broad range of sources in its decision-making processes, recognizing the importance of local knowledge in this regard.

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.

Trust Council believes that open, consultative public participation is vital to effective decision-making for the Trust Area.

Trust Council will implement a plan for the advancement of the Policy Statement as part of its annual budget process, and the Executive Committee of Trust Council will report to Council on progress in achieving the goals of the Policy Statement.

HOW TO READ THE STRATEGIC PLAN

For the purposes of the Strategic Plan, **Goals, Objectives** and **Strategies** are defined as follows**:**

GOALS

Goals describe long-term outcomes that are broad and not easily measured. In the context of the Strategic Plan, the primary goals are derived from Parts III, IV and V of the Policy Statement:

1. To foster ecosystem preservation and protection of the Trust Areas ecosystems
2. 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. To sustain island character and healthy communities

Most of the strategic plan objectives and strategies advance these goals. The exceptions relate to emerging issues such as climate change, contemporary community engagement and governance, and First Nations reconciliation, areas the Policy Statement does not fully contemplate.

OBJECTIVES

Objectives are measurable steps to achieve a goal. They are specific and tangible actions that have a medium time frame. They are the heart of the Strategic Plan and where Trust Council most clearly exercises its discretion and governance. In the 2018-2022 Strategic Plan, there are eight objectives to advance the work of the Islands Trust.

STRATEGIES

Strategies represent the actions - or 'means to achievement' - of long-term goals or objectives. They tend to be short-term and may change due to circumstance and opportunity. Staff will recommend strategies to Trust Council to advance its priorities. The Strategic Plan identifies 24 strategies that will require resources, time and effort over the course of the 2018-2022 term.

IMPLEMENTATION

The Strategic Plan is supported by an Implementation Plan, which identifies costs, implications to the five-year Financial Plan and staff resources. The Implementation Plan also schedules the Strategic Plan work over the course of the term and identifies performance targets for each objective.

In developing the 2018-2022 Strategic Plan, Trust Council considered many issues, projects and challenges and in the end identified the following areas as most important: **Land Stewardship, Marine and Freshwater Stewardship, Climate Change, Community and Communication, and Governance. Each of these is detailed in the pages that follow.**

LAND STEWARDSHIP

OBJECTIVE	STRATEGY
Preserve, protect and advocate for forest and terrestrial ecosystems	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. 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. 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.

MARINE AND FRESHWATER STEWARDSHIP

OBJECTIVE	STRATEGY
To preserve and protect marine ecosystems	4. Advocate to minimize the impact of commercial activities on the marine environment and participate in Canada's Southern Resident Killer Whale (SRKW) recovery plan.
	5. Map the extent of eelgrass and kelp beds throughout the Trust Area.
	6. 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.
Protect quality and quantity of fresh water resources of the Trust Area	7. 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.
	8. Map and develop water budgets for groundwater aquifers in the Trust Area.
	9. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.

CLIMATE CHANGE

OBJECTIVE	STRATEGY
Mitigate and adapt to climate change impacts	10. Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies. 11. 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. 12. 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.

COMMUNITY AND COMMUNICATION

OBJECTIVE	STRATEGY
Improve community engagement and participation in Islands Trust work	13. Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council. 14. Develop a new website and initiate a social media program. 15. Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.
Strengthen housing affordability throughout the Islands Trust Area	16. Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. 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. 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. iii. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.

iv. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.
v. Develop model bylaws to address the use of building stratas as a tool for affordable housing.
vi. Continue development of a program for Islands Trust to hold and administer housing agreements on behalf of local trust committees.
vii. Trust Council to use coordination authority of Islands Trust Act to strike a multi-stakeholder and inter-jurisdictional affordability committee by region. Advocate senior levels of government increase funding for affordable housing specifically targeting low density, rural communities.
viii. Support Bowen Island Municipality in updating its Housing Needs Assessment using a consistent methodological approach as done for the other regions of the Islands Trust Area.

Strengthen relations with First Nations

17. Adopt a Reconciliation Declaration.
18. Adopt and implement a Reconciliation Action Plan.
19. Develop a Trust Area-wide archaeological impact strategy and establish a Cultural Working Group.

GOVERNANCE

OBJECTIVE	STRATEGY
To improve and modernize the ability of the Islands Trust to regulate land use activity and work with others	20. 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 21. Provide a secretariat role to forums within the Trust Area.
To amend the Policy Statement	22. Amend the Policy Statement introductory and definitions sections. 23. Determine if additional changes to the Policy Statement are desired by Trust Council.

GROSS BUDGET & SCHEDULE OF IMPLEMENTATION

Strategy	2019	2020	2021	2022	2023	Total $
1. Mapping of contiguous tracks of the Coastal Douglas-fir	$15,000					**15,000**
2. Amendment of plans to protect Coastal Douglas-Fir zones			$15,000			**15,000**
3. Amend legislation to increase the percentage of NAPTEP exemption						
4. Advocate to minimize the impact of commercial activities on the marine environment and Participate in Canada's Southern Resident Killer Whale (SRKW) recovery plan.						
5. Map eelgrass and kelp beds		$50,000				**50,000**
6. Undertake a review of foreshore policies and regulatory bylaws and develop model policy		$10,000				**10,000**
7. Develop a regional freshwater management framework		$4,000				**4,000**
8. Map and develop water budgets for groundwater aquifers	$50,000	$50,000				**100,000**
9. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.			$25,000	$25,000		**75,000**
10. Amendment of the Islands Trust Policy Statement to add climate change policies						
11. Amendment of OCPs and LUBs to address climate change, CDF, foreshore and groundwater			$30,000	$30,000		**60,000**
12. Develop a set of climate change, demographic and environmental data		$5,000	$25,000			**30,000**
13. Broadcast public meetings		$7,100				**40,000**

14. Develop a new website and initiate a social media program	$115,000					**115,000**
15. Develop and implement a stewardship education program	$10,000	$15,000	$15,000	$15,000	$10,000	**65,000**
16. Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council.		$10,000	$10,000	$10,000	$10,000	**40,000**
17. Adopt a Reconciliation Declaration						
18. Adopt and implement a Reconciliation Action Plan		$17,550	$10,000	$10,000	$5,000	**42,500**
19. Develop a Trust Area wide archaeological impact strategy and establish a Cultural Working Group						
20. Amend the Islands Trust Act						
21. Provide a secretariat role to forums within the Trust Area		$ 12,000				**8,000**
22. Amend the Policy Statement introductory and definitions sections	$60,000	$45,000				**90,000**
23. Determine if additional changes to the Policy Statement are desired by Trust Council						
TOTALS	**$250,000**	**$225,650**	**$105,000**	**$80,000**	**$15,000**	**$699,500**

✓ = Strategic Plan ✓? = May be Strategic Plan
($$ shown by fiscal year where known)
$48,000 ($4,000/LTC in budget for FY 20/21 Projects

LTC Top Priorities related to Strategic Plan ✓	$$
Ballenas-Winchelsea Islands	
1. ✓Advocacy for the protection and appropriate use of Crown islets.	Done FY 19/20
2. ✓Nanoose First Nation Relationship Building	Under way No $$
3. ✓Implement the Protection of Coastal Douglas fir and Associated Ecosystems toolkit and the Islands Trust Conservancy Regional Conservation Plan.	Not started No $$
Denman Island	
1. Denman Island Farm Plan Implementation	$2,250 FY 19/20
2. Temporary Use Permits	No $$
3. Cannabis Land Use Regulation	No $$
Gabriola Island	
1. ✓Housing Options and Impacts Review Project	$7,000 FY 19/20
2. Cannabis Production and Retail Sales	$2,000 FY 19/20
3. Develop an Ecological Protection Zone	$7,000 FY 19/20
Galiano Island	
1. ✓Affordable Housing Strategy	$3,000 FY 19/20
2. ✓Groundwater Sustainability	$52,000 FY 19/20
Gambier Island	
1. Riparian Areas Regulation	$2,000 FY 19/20
2. Gambier OCP Comprehensive Review	On hold No $$
3. ✓Keats Island Shoreline Protection Project - Phase 2	$5,000 FY 19/20
4. OCP Advocacy Policies - Implementation & Support	No $$
Hornby Island	
1. Official Community Plan and Land Use Bylaw Amendments	$5,500 FY 19/20
2. ✓? Watershed Protection and Groundwater Preservation	No $$
3. Vacation Home Rental Community Education and Bylaw Compliance Campaign	$700 FY 19/20
Lasqueti Island	
1. OCP/LUB Review	$4,500 FY 19/20
2. ✓? Freshwater Project	No $$
3. Model Cell Tower Strategy	No $$
Mayne Island	
1. Land Use Bylaw Technical Amendments	No $$ FY 19/20
2. ✓ Housing Regulations and Policy Review (tiny home initiative)	$4,000 FY 19/20 $2,000 FY 20/21
3. ✓Groundwater Sustainability Project	$52,000 FY 19/20
North Pender Island	
1. STVR review	No $$ FY 19/20
2. ✓Climate Change Adaptation, Mitigation and Resilience	$52,000 FY 19/20
3. OCP Implementation	No $$ FY 19/20

LTC Top Priorities related to Strategic Plan ✓	$$
Salt Spring Island	
1. DAI Bylaw	No $$
2. ✓Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection	$5,000 FY 19/20
3. ✓Update the OCP through incremental steps in consideration of the strategic priorities	No $$
4. ✓? Affordable Rental Housing - rezone some seasonal cottages to be used for year round residential rental accommodation	$5,300 FY 19/20 $500 FY 20/21
5. Regulate Cannabis Production	No $$
6. Industrial Land Uses - update OCP and LUB	$2,850 FY 19/20
Saturna Island	
1. ✓First Nations Relationship Building	$3,000 FY 19/20
2. ✓Groundwater Sustainability Project	$52,000 FY 19/20
3. Review and amendment of Zoning and OCP Designations on National Park Reserve Lands	No $$
South Pender Island	
1. ✓Groundwater Sustainability project	$52,000 FY 19/20
2. STVR Review	$2,000 FY 19/20
3. Building and Siting Guidelines	No $$ FY 19/20
Thetis Island	
1. Riparian Areas Regulation Implementation	No $$
2. ✓Coastal Shoreline Protection	TBD
3. ✓Relationship Building with Local First Nations	No $$

12 LTC's with a Grand Total of 42 Top Priorities of which, 20 are related to the Strategic Plan with a total of $289,300.00 allocated for 19/20 year and $2,500.00 for 20/21.

Administrative Services Report
Quarter 3: October – December 2019
Prepared on: November 13, 2019

1. DIRECTOR

In support of the Financial Planning Committee (FPC) we have completed work in the following areas:

- **Second Quarter Financial Report**: We have completed the second quarter financial report, which tracks our actual financial performance against budget. This report showed that Island Trusts is tracking well against budget as at the end of quarter two.
- **Second 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, 2020, thereby reducing the expected draw from the General Revenue Surplus fund.
- **Draft 2020/21 Budget**: The first draft of the budget has been prepared by staff and reviewed by FPC and is now heading to Trust Council for their first review. Further refinements are expected prior to final submission of the budget to Trust Council in March 2020.

The next FPC meeting will be held in January 2020 with a continued focus on the 2020/21 budget development. Budget Assumptions and Principles will once again be updated and reviewed, along with the second draft of the 2020/21 budget which will incorporate any directions received from Trust Council in December 2019. Budget consultation will take place in early 2020 to ensure the public has the opportunity to voice their opinions on our financial plan for the upcoming year.

In support of general operations, the following is complete or underway:

- **The Victoria Office renovation:** This project is substantially complete and we now await receipt of the landlord contribution towards the project. Boardroom audio challenges have been resolved, such that temporary alternative hardware is in place until the installation of permanent ceiling mounted microphones in early December.

2. EMPLOYEE SERVICES/HUMAN RESOURCES (HR)

We have completed several hiring actions this quarter, resulting in the following movements within the Islands Trust team:

- ~ Claire Negrin has accepted a temporary appointment as Island Planner in the Salt Spring Island office, effective September 10, 2019.
- ~ Heather Kauer is our new Regional Planning Manager for the Northern office, effective September 15, 2019.
- ~ Carla Funk has accepted a temporary appointment as the Communications and Fundraising Specialist for the Islands Trust Conservancy effective October 22, 2019. Carla is filling in for Crystal Oberg who is away on educational leave.
- ~ Vicki Swan is our new Islands Trust Communications Specialist effective November 14, 2019.
- ~ Daniel Schnieder has joined us as a Bylaw Enforcement Officer effective November 19, 2019. Daniel will be working from the Victoria office during his orientation with potential to move to the Northern office at some point in the future.

We are currently running a hiring competition for the temporary Senior Policy Advisor position. We hope to secure someone into the role in time for the new calendar year.

Our October 2019 quarterly all-staff meeting was held virtually via Go-to-Meeting with all three Islands Trust offices dialed in. Highlights of this meeting were discussion of the Islands Trust Council interim strategic plan, and an update on the delivery and results to date of the Islands 2050 project.

3. FINANCE

As previously indicated, the 2019/20 second quarter financial report is now complete, which shows that Islands Trust is performing well against budget for the first half of the fiscal year.

Budget planning for the 2020/21 fiscal year is well underway, and upon Trust Council approval of the draft budget we will be looking ahead at public consultation.

We continue to engage with our accounting system providers to review how project costing is tracked and reported at Islands Trust, with the view that improvements can be made. Cost-benefit analysis will inform any potential changes as we move ahead with this work.

4. INFORMATION SERVICES (IS)

In conjunction with Trust Area Services, IS continues to support the Website Design and Development project awarded to Graphically Speaking. Design work is nearing completion, content editing and document classification continues. Based on current project timelines, the new website release is scheduled for early 2020, with full project completion anticipated for March 31, 2020.

IS Continues to support office operations as new staff come on board and desk relocations and associated hardware is shuffled about in search of optimal office arrangements.

Specific project milestones completed over the last quarter include:

~ Completed GIS Architecture review with ESRI Canada
~ Completed deployment of latest ESRI server software.
~ Initiated re-architecture of core GIS data structures.
~ Completed furniture and hardware configuration for Victoria Huddle meeting space.
~ Successfully negotiated hardware return and refund of problematic boardroom microphone system.
~ Completed testing and purchase of alternate boardroom hardware, with temporary unit currently in place.

IS in partnership with GeoBC, anticipates delivery of Trust Wide elevation data (lidar) before the end of November 2019. Associated Imagery delivery is anticipated for early 2020. This project is funded by the National Disaster Mitigation Program to assist in the identification of shoreline hazards (i.e. flood plain mapping, sea level rise, tsunami modelling, climate change analysis, slope stability, etc.). It is worth noting that this will be the first time that Islands Trust has acquired the entire Trust area mapping data in a single acquisition.

Islands Trust

Print Date: November 7, 2019

Top Priorities Report

Financial Planning Committee

1. *Budget 2021: Draft 2 Review*	Responsible	Dates
Review Draft 2 of the 2021 Budget in January 2019 and February 2019, in preparation for recommendation to Trust Council in March 2020.	Julia Mobbs	Rec'd: 03-Dec-2019 Target: 16-Mar-2020

2. *Budget 2021 Public Consultation: Planning*	Responsible	Dates
Discussion of the Public Consultation plan began at FPC's August 2019 meeting. Review of planned consultation materials and engagement platforms will continue at FPC's January 2020 meeting prior to conducting the consultation.	Julia Mobbs	Rec'd: 03-Dec-2019 Target: 16-Jan-2020

3. *Review Trust Council Policy 7.2.1 Trustee Remuneration*	Responsible	Dates
Review Trust Council Policy 7.2.1 Trustee Remuneration against recently released UBCM 'Council and Board Remuneration Guide' to ensure best practices are being followed with regard to elected official compensation.	Julia Mobbs	Rec'd: 06-Nov-2019 Target: 22-Jan-2020

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 4, 2019
From:	Financial Planning Committee	**Date Prepared:**	November 7, 2019
SUBJECT:	**FINANCIAL FORECAST AS AT SEPTEMBER 30, 2019**		

PURPOSE:

To provide Trust Council with an overview of the forecasted Islands Trust financial results to the end of the current fiscal year, to support their responsibility for financial management oversight.

BACKGROUND:

The forecasted financial results for March 31, 2020 have been prepared based on actual financial performance to September 30, 2019, plus estimates of expected spending for the remainder of the fiscal year. The budget for fiscal year ending March 31, 2020 included a transfer from the General Revenue Fund Surplus of $81,000 and a transfer from the LTC Specific Reserve Fund of $75,000 for Local Trust Committee projects for a total draw on surplus funds of $156,000. Based on the second quarter forecast, the required transfer from the General Revenue Fund Surplus is now estimated at $10,638 and the transfer from LTC Specific Reserve Fund is now estimated at $111,513 for a total transfer of $122,151.

The September 30, 2019 forecast reflects a total net decrease in funding requirement of $33,849 from the approved budget. An explanation of the significant revenue and expenditure areas contributing to this variance are as follows (where significance is determined as more of less than 10% from expected).

Revenues:

Revenues are forecasted to come in at a net $59,953 less than budget due to:

- Grant Income – expected $4,953 under budget due to lower than anticipated grant applications/approvals.
- Fees and Sales – expected $55,000 under budget due to a significant decrease in the volume of applications.

Expenditures:

Total forecasted expenditures come in lower than budget by a net of $46,113.

- Amortization – expected to be higher than budget by $45,000 due to capitalized expenditures relating to the office renovation which are being amortized over a shorter period than anticipated given timing of the renovation completion. Since this is a non-cash item there is less cause for concern when this figure deviates from budget.

- History & Heritage funding grants in aid – expected underspending of $3,000 due to a decrease in applications received.

- Trust Council Committee Expenses (TPC/FPC/LPC) – expected underspending of $6,000 due to decrease in travel and meeting expenses as more trustees attend these meetings electronically.

- First Nations Protocol Funds – expected underspending of $2,900 due to LTC's using less funds than anticipated.

- Software Licenses – expected underspending of $17,000 due budget higher than necessary to cover costs.

- By Elections – expected underspending of $6,939 as no by election anticipated during the fiscal period.

- Islands Trust Conservancy board honorarium and board meeting costs – expected underspending totalling $5,500 due to shortage of board members decreasing costs and remote attendance of meetings. Awaiting appointment of member by Provincial Government.

- Islands Trust Conservancy conservation planning & land securement – expected underspending of $8,000 due to fundraising covering costs of Salish View land transaction.

- Legal expenses – net expected overspending of $5,000 due primarily to increased costs related to defence and litigation.

- LTC Meeting, Communication and Special Project expenses – expected overspending overall of $6,194 due increase in APC meeting expenses where LTCs are utilizing APCs more.

- Meeting expenses – expected overspending of $36,300 due to increase in Trust Council meeting expenses primarily due to higher travel expenses dictate by location of meetings and limited facility availability on islands.

- Membership expenses – expected underspending of $2,600 due to budget was higher than necessary for number of Planners.

- Office Services expense – expected underspending of $6,600 based on current level of YTD expenses.

- Salaries and Benefits – expected overspending of $62,344 due to higher than expected increases for excluded staff members, higher than expected rates of pay for temporary staff covering leaves, overtime worked by staff where there were staff shortages and less vacancies than normal.

- Stationery and Supplies expenses – expected underspending of $2,500 due to reduction in costs in the Victoria Office where stationery and supplies are only being ordered on an as needed basis and items reused where possible to minimize costs and storage needs.

- Telephone expenses – expected overspending of $4,800 due to additional phone licences ordered for new staff member that were not anticipated when budget was formulated.

- Training and Conferences/Travel for Training/Travel – net expected underspending of $16,590 due to significant work volume across the organisation in the current fiscal period reducing the amount of time available for staff development.

- Hardware expenses – overspending of $13,152 due to purchase or 3 unplanned laptops for new employees, and purchase of sonic wall router needed.

- Projects - expected underspending of $46,113 related to:

    - Projects funded by grants – fewer than anticipated grants expected, resulting in $5,573 underspending. The SSIWPA grant funds received are reflected in SWIPPA expenses.
    - Strategic Plan Projects –
        - Expected underspending of $4,670 for Trust Programs Committee projects due to delay in project work.
        - Expected underspending of $14,502 in the Islands Trust Act Amendment project where expenses are due to occur next fiscal year. .
    - LTC projects – expected overspending of $36,513 against the budgeted $75,000 draw from reserve primarily due to a $50,000 unbudgeted project for Southern Gulf Islands Groundwater Sustainability Strategy project approved by the Executive Committee. An additional transfer from the LTC Specific Reserve fund will need to be made to cover this overspending.

Other variances are not considered significant.

CONCLUSIONS:

The budget for fiscal year ending March 31, 2020 included a transfer from the General Revenue Fund Surplus of $81,000 and a transfer from the LTC Specific Reserve Fund of $75,000 for Local Trust Committee projects, for a total draw on surplus funds of $156,000. Based on the second quarter forecast, the required transfer from the General Revenue Fund Surplus is now estimated at $10,638 and the transfer from LTC Specific Reserve Fund is now estimated at $111,513 for a total transfer of $122,151.

ATTACHMENT:

- **Q2 Forecast_Sept 30, 2019**

FOLLOW-UP: Forward to Trust Council for information as desired.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By: Julia Mobbs, Director, Administrative Services
Financial Planning Committee/November 12, 2019

Islands Trust
Income Statement
For The 6 Months Ending September 30, 2019

Acct #	Description	YTD Actual	Annual Budget	Forecast to March 31/19	*Forecast Over (Under) budget $*	*Forecast Over (Under) budget %*
REVENUE						
40300	Fees & Sales	51,948	160,000	105,000	*(55,000)*	*-34%*
45000	Provincial Grant	180,000	180,000	180,000	-	*0%*
46000	Property Tax Levy General	6,696,752	6,696,752	6,696,752	-	*0%*
46100	Property Tax Levy Bowen	329,634	329,634	329,634	-	*0%*
46200	Special Levy Property Tax Requisition	98,500	98,500	98,500	-	*0%*
48000	Interest Income	44,413	80,000	80,000	-	*0%*
49000	Other Income "General"	329	152,000	152,000	-	*0%*
49001	Grant Income	1,351	12,000	7,047	*4,953*	*41%*
TOTAL REVENUE		7,402,927	7,708,886	7,648,933	*(50,047)*	
EXPENSES						
50500	Admin Cost Recovery	(1,106,243)	(1,943,018)	(1,943,018)	-	*0%*
50700	Admin Support Services	1,106,243	1,943,018	1,943,018	-	*0%*
50900	Amortization Expense	57,603	75,000	120,000	*45,000*	*60%*
50950	Applications Sponsored by EC	-	5,000	5,000	-	*0%*
50960	History and Heritage Funding Grants in Aid	-	5,000	2,000	*(3,000)*	*-60%*
51000	Audit	(6,275)	20,000	20,000	-	*0%*
51500	Bank Charges & Interest	3,352	4,000	7,000	*3,000*	*75%*
52500	Board of Variance	1,261	501	1,430	*929*	*185%*
53500	Carbon Offset Purchases	(922)	500	500	-	*0%*
54000	Committee Expense FPC	1,277	7,000	3,000	*(4,000)*	*-57%*
54100	Committee Expense LPC	1,277	4,000	3,000	*(1,000)*	*-25%*
54200	Committee Expense TPC	2,048	5,000	4,000	*(1,000)*	*-20%*
54300	Cultural Working Group	75	-	2,000	*2,000*	*100%*
54500	Communications	5,757	35,000	35,000	-	*0%*
54580	FN Protocol Funds	640	10,000	7,098	*(2,902)*	*-29%*
55105	S/W Support & Maintenance	38,239	81,000	64,000	*(17,000)*	*-21%*
55200	Internet	21,728	42,327	42,327	-	*0%*
55500	Technical Support	25,171	90,000	83,851	*(6,149)*	*-7%*
56000	Contingency	-	14,000	14,000	-	*0%*
56500	Contract Services	23,697	79,000	79,000	-	*0%*
57050	Elections "By Elections"	61	7,000	61	*(6,939)*	*-99%*
60000	Insurance	53,171	106,381	116,381	*10,000*	*9%*
61100	ITC "Board Honoraria"	3,500	10,400	8,000	*(2,400)*	*-23%*
61200	ITC "Board Meeting Expense"	6,279	13,850	10,750	*(3,100)*	*-22%*
61210	ITC "Board Training & Conferences"	2,178	4,000	4,000	-	*0%*
61300	ITC "Property Management"	35,725	65,000	65,000	-	*0%*
61500	Conservation Planning & Land Securement	533	18,000	10,000	*(8,000)*	*-44%*
61600	ITC "Ecosystem Mapping"	-	15,000	15,000	-	*0%*
62000	Land Title Registrations	1,706	3,000	3,000	-	*0%*
63000	Legal "General"	32,197	90,000	75,089	*(14,911)*	*-17%*
63100	Legal "Bylaw Enforcement Litigation"	33,600	59,996	60,000	*4*	*0%*
63200	Legal "Litigation Defence"	27,208	25,003	45,000	*19,997*	*80%*
65000	LTC Trustee Expenses	3,054	10,000	10,000	-	*0%*
65050	LTC "Executive Expense on LTC's"	7,609	24,000	24,000	-	*0%*
65200	LTC Local Exp LTC Meeting Expenses	20,781	40,000	41,238	*1,238*	*3%*
65210	LTC Local Exp APC Meeting Expenses	3,660	6,000	8,076	*2,076*	*35%*
65220	LTC Local Exp Communications	2,627	5,000	5,350	*350*	*7%*
65230	LTC Local Exp Special Projects	4,068	4,999	7,529	*2,530*	*51%*
67000	Meeting Expense	74,425	109,200	145,500	*36,300*	*33%*
67500	Memberships	2,250	15,100	12,500	*(2,600)*	*-17%*
68100	Notices Statutory & Non Statutory	7,858	25,000	26,444	*1,444*	*6%*
69000	Office Rent	199,770	381,500	381,500	-	*0%*
69005	Office Services	25,219	56,600	50,000	*(6,600)*	*-12%*
70000	Postage & Courier	6,386	10,000	10,000	-	*0%*
74000	Recruitment	4,200	8,000	8,000	-	*0%*
74900	Safety	846	5,000	5,000	-	*0%*
75100	Salaries - Admin Staff	981,682	1,975,436	3,919,233	*62,344*	*3%*
75110	Benefits - Admin Staff	249,329	501,761	995,485		*0%*
76100	Salaries - Planners & RPMs	655,105	1,276,940			*0%*
76110	Benefits Planners & RPM's	163,784	324,343			*0%*
77100	Salaries Planning Support Staff	201,393	395,184	All included in Salaries &		*0%*

77110	Benefits Planning Support Staff	50,371	100,377	Salaries & Benefits above		0%
78100	Salaries Bylaw	113,788	221,956			0%
78110	Benefits Bylaw	28,471	56,377			0%
79000	Stationary & Supplies	24,405	45,078	42,578	(2,500)	-6%
79500	Subscriptions	2,452	5,000	4,623	(377)	-8%
80100	Telephone	10,561	14,200	19,000	4,800	34%
80300	Mobile Devices	11,412	23,600	23,600	-	0%
81100	Training "Organization Wide"	579	5,000	2,000	(3,000)	-60%
81200	Staff Meetins & Recognition	6,990	15,000	15,000	-	0%
81300	Training & Conferences	32,107	63,000	57,103	(5,897)	-9%
81305	Travel for Training	19,268	39,650	32,447	(7,203)	-18%
82300	Travel	49,230	96,490	93,000	(3,490)	-4%
84100	Trustee Remuneration	206,553	410,351	410,351	-	0%
84110	Trustee Remuneration "CPP Expense"	8,422	19,306	19,306	-	0%
84120	Trustee Remuneration Health/Dental Benefits	21,235	41,567	41,567	-	0%
84130	Trustee Remuneration MSP Benefits	8,700	22,599	22,599	-	0%
84140	Trustee Remuneration Pay In Lieu of Benefits	833	2,000	2,000	-	0%
84150	Trustee Remuneration "Employer Health Tax"	4,835	-	10,000	10,000	100%
84500	Trustee Remuneration "Executive on LTC's"	37,641	73,414	73,414	-	0%
	Operating Subtotal	**3,622,982**	**7,323,986**	**7,423,930**	***99,944***	
CAPITAL						
55100	Hardware	65,552	60,900	74,052	13,152	22%
55400	Software	943	-	2,000	2,000	100%
69100	Furniture and Equipment	1,631	10,000	10,000	-	0%
69500	Renovations	218,086	115,000	218,274	103,274	90%
73001-825-8024	Prior Year Project - Electronic Meetings	32,502	-	43,905	43,905	
	Capital Subtotal	**318,715**	**185,900**	**348,231**	***162,331***	
PROJECTS						
73001	LTC Projects	17,689	75,000	111,513	36,513	49%
	Project - Funded by Grants	-	12,000	6,427	(5,573)	-46%
	Project - Funded by Special requisition (SSIWPA)	4,745	98,500	40,620	(57,880)	-59%
					-	
73001-A	**Stategic Plan Projects**				-	
	Map Eelgrass + Kelpbeds				-	
	Review Foreshore Policies/Bylaws + Develop Model Policy				-	
	Map+Develop Water budgets for groundwater aquifers				-	
	Create model OCP policies using groundwater budgets				-	
	Develop set of climate change, demographic + environmental data				-	
	Broadcast public meetings		-		-	
	Develop and implement a stewardship education program		-		-	
	Adopt and implement a Reconciliation Action Plan				-	
	Amend the Policy Statement introductory + definitions sections				-	
	Housing Initiatives: 1 per year				-	
	Secretatiat Function				-	
	Prior Year Project - Trust Program Committee Projects	3,398	25,000	20,330	(4,670)	-19%
	Prior Year Project - Local Planning Committee Projects	-	25,000	25,000	-	0%
	Prior Year Project - ITC Property Management Plans				-	
	Prior Year Project - First Nations Consulting				-	
	Prior Year Project - LPC Toolkit - Protect Coastal Douglas Fir				-	
	Prior Year Project - Policy Statement Review	18,150	45,000	45,000	-	0%
	Prior Year Project - Islands Trust Act Ammendment	498	15,000	498	(14,502)	-97%
	Prior Year Project - Website Renewal	12,693	115,000	115,000	-	0%
73001-B	**Operational Projects**				-	
	Salish Sea Conference				-	
	Electronic Data Management (EDM)	1,155	5,500	5,500	-	0%
	Photo Management	-	14,000	14,000	-	0%
	Projects Subtotal	**58,329**	**430,000**	**383,887**	***(46,113)***	
	Total Expenditures	**4,000,025**	**7,939,886**	**8,156,048**	***216,162***	
	Revenue minus expenditures		(231,000)	507,115		
	Less Capitalized Expenditures			(264,964)		
	Less Non-Cash Expenditures - Amortization		75,000	(120,000)		
	Transfer from General Revenue Surplus Fund		81,000	(10,638)		
	Transfer from LTC Project Specific Reserve Fund		75,000	(111,513)		
	Net Surplus (Shortfall)	(3,402,901)	-	-	266,209	

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 4, 2019

From: Financial Planning Committee **Date Prepared:** October 30, 2019

SUBJECT: **SEPTEMBER 30, 2019 Q2 FINANCIAL REPORT**

RECOMMENDATION:
That Financial Planning Committee forward the Q2 September 30, 2019 Financial Report to Trust Council as presented/amended.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The second quarter financial report indicates that Islands Trust is generally following the financial plan for 2019/20.

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1 PURPOSE:
To summarize the findings of the September 30, 2019 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

Statement of Net Financial Position
Differences year-over-year are generally due to timing of receipt of revenues, timing of expenditures occurrence, and reversal of accruals following period end. Where changes are a result of factors other than these, it will be noted in this report.

Consolidated Statement of Revenue and Expenditure
The benchmark for non-tax revenue sources and operational expenditures after six months of operations is generally 50% of the annual budgeted amount. Revenue and expense items that vary significantly (where significance is determined as more or less than 10% from the expected) from the 50% benchmark include:

Revenues

- **Fees and Sales** are 18% lower than expected due to the amount of applications received in the second quarter being lower than anticipated at budget time. There has been a decrease in submission of applications especially considering that summer/early fall is normally a high volume period.
- **Provincial Grant Funds** are at 100% of budget as they were received in full during the first quarter.
- **Property Tax Revenues** (General Levy, Special Levy, and Bowen Island Levy) are reported at 100% of budget as they were received in full during the s quarter.

- **Other Revenues** are reported at almost zero at the end of the first quarter. This budget item relates almost entirely to the Victoria office landlord contribution for the office renovation project. This contribution is expected to be received early in third quarter.

Expenses

Council Expenses

- **Trust Council** expenses are 4% higher than expected due to higher than anticipated costs for the June and September 2019 Trust Council meetings.
- **Trust Area Services** expenses are 12% lower than expected as these budgeted funds relate to projects currently taking place where expense will be incurred in the third and fourth quarters for the Policy Statement Review project and Website Design project.

Local Planning Services

- Projects are lower than expected by a net 39% due to the following:
    - **Salt Spring Island Watershed Protection Alliance (SSIWPA)** – Expenses are significantly lower than expected as work was delayed to conduct a review of the coordinator function and a subsequent competitive process to secure a SSIWPA coordinator who started their contract September 1, 2019.
    - **Projects funded by grants** – Grant funds received in prior years remain in unearned revenue as projects related to these funds have not yet been completed. No new grant funds have been received in the current fiscal year.
    - **Local Trust Committee (LTC) projects** – Expenditures are lower than anticipated but expected to increase in Q3 and Q4 as LTC projects for the year near completion. Cost associated with these projects relate to public process expenses such as public hearings and advertising. These expenses typically occur closer to the end of a project.
    - **Local Planning Committee (LPC) Projects** – LPS project funds will be send in Q3 and Q4 on the Salt Water Intrusion project and the Coastal Douglas Fir project

Local Planning Services (LPS) Facilities expenses are 18% higher than expected due to Victoria office renovation costs incurred in the first quarter.

Islands Trust Conservancy (ITC)

- The ITC budget does not vary significantly from expected at the end of second quarter and is tracking as expected.

Administration

- **Computer, Furniture & Equipment** expenditures are 7% higher than expected. This category includes expenses incurred for the Victoria office renovation project and boardroom equipment costs which were incurred in the first quarter. Purchases for current year computer replacements also took place in first quarter.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to September 30, 2019 are within 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. 176, Islands Trust Financial Plan Bylaw 2019/20

5 ATTACHMENT(S):
September 30, 2019 Q2 Financial Report Detail

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the September 30, 2019 Q2 Financial Report as presented.

Alternative:
None.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By: Julia Mobbs, Director, Administrative Services
Financial Planning Committee/November 12, 2019

Islands Trust
Statement of Revenue and Expenditure
For The 6 Months Ending September 30, 2019

Expected % of Budget Received/Used as at Report date = 50%
Exceptions: Grant revenue, property tax levies, other revenues
Variances > 10% include explanations

	Description	Year-to-Date Actuals ($)	Annual Budget ($)	*$ over (under) spent*	*% of Budget received/ spent*	Over (under) 50% expected as at report date
Revenue:						
	Fees & Sales	51,948	160,000	*(108,052)*	*32%*	*-18%*
	Provincial Grant	180,000	180,000	-	*100%*	*50%*
	Property Tax Levy General	6,696,752	6,696,752	-	*100%*	*50%*
	Special Property Tax Requisition	98,500	98,500	-	*100%*	*50%*
	Property Tax Levy Bowen	329,634	329,634	-	*100%*	*50%*
	Investment Income	44,413	80,000	*(35,587)*	*56%*	*6%*
	Other Revenues	1,680	164,000	*(162,320)*	*1%*	*-49%*
Total Revenue		7,402,927	7,708,886	*(503,867)*	*96%*	
Expenses						
	Trust Council	159,527	294,979	*(135,452)*	*54%*	*4%*
	Executive Committee	58,600	120,084	*(61,484)*	*49%*	*-1%*
	Trust Area Services	217,367	571,210	*(353,843)*	*38%*	*-12%*
	General Admin Allocation - 16%	176,999	319,558	*(142,559)*	*55%*	*5%*
Total Council Expenses		612,493	1,305,831	*(1,251,223)*	*47%*	
Local Planning Services						
	Local Trust Committees	343,419	655,563	*(312,144)*	*52%*	*2%*
	Projects **(Note 1)**	31,858	294,650	*(262,792)*	*11%*	*-39%*
	Planning Staff	1,372,001	2,689,221	*(1,317,220)*	*51%*	*1%*
	LPS Facilities	276,392	405,776	*(129,384)*	*68%*	*18%*
	Bylaw Enforcement	163,321	308,283	*(144,962)*	*53%*	*3%*
	General Admin Allocation - 73%	807,557	1,410,555	*(602,998)*	*57%*	*7%*
Total Local Planning Services Expenses		2,994,549	5,764,048	*(5,226,855)*	*52%*	
Trust Conservancy						
	Board	11,980	28,250	*(16,270)*	*42%*	*-8%*
	Operations	223,059	545,852	*(322,793)*	*41%*	*-9%*
	Property Management	36,258	83,000	*(46,742)*	*44%*	*-6%*
	General Admin Allocation - 11%	121,687	212,905	*(91,218)*	*57%*	*7%*
Total Trust Conservancy Expenses		392,984	870,007	*(937,777)*	*45%*	
General Admin						
	Executive Office	190,840	389,694	*(198,854)*	*49%*	*-1%*
	Admin Services	239,898	499,436	*(259,538)*	*48%*	*-2%*
	Office Operations	148,300	314,340	*(166,040)*	*47%*	*-3%*
	Information Systems	259,930	534,368	*(274,438)*	*49%*	*-1%*
	Computer/Furniture & Equipment	209,671	130,180	*79,491*	*161%*	*111%*
	Amortization Expense	57,603	75,000	*(17,397)*	*77%*	*27%*
	General Admin Recovery	(1,106,243)	(1,943,018)	*836,775*	*57%*	*7%*
Total General Admin Expenses		-	-			
Less Non-Cash Expenditures - Amortization			(75,000)			
Transfer from General Surplus Fund			(81,000)			
Transfer from LTC Project Specific Reserve Fund			(75,000)			
Transfer to Capital from Computer/Furniture & Equipment						
Total Expenses		4,000,025	7,708,886			
Surplus (Deficit) to date		3,402,901	0			
Surplus Fund, beginning of the period		2,871,270				
Surplus Fund, end of the period		6,274,171				
Note 1:						
Projects made up of:						
Salt Spring Watershed Management Delegated Authority		4,745	98,500	*(93,755)*	*5%*	*-45%*
Project - Projects funded by grants		-	12,000	*(12,000)*	*0%*	*-50%*
LTC Projects		26,612	156,650	*(130,038)*	*17%*	*-33%*
First Nations Protocol Funds		501	2,500	*(72,765)*	*20%*	*-30%*
LPC Projects		-	25,000	*(6,480)*	*0%*	*-50%*
		31,858	**294,650**	*(315,037)*		

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 4, 2019
From:	**Chief Administrative Officer**	**Date Prepared:**	November 6, 2019
SUBJECT:	**Report on Victoria Office Renovation Project**		

PURPOSE:

To provide Financial Planning Committee and Trust Council a summary report on the status of the Victoria Office Renovation Project

BACKGROUND:

The Victoria Administrative Office renovation project has received its final Occupancy Completion Permit under building permit BP04988 and accordingly it is appropriate to provide Trust Council a report on the conclusion of the project. Though there remains a number of minor deficiencies (Deficiency List) that remain outstanding, such as replacement of some broken windows, sound mitigation, and adjustment of some sprinkler casings, the project is substantially complete.

The renovation project started in mid-2017 following the signing of a new lease with Colliers International on April 20, 2017 for the office at 1627 Fort Street for a 7-year period ending September 30, 2024. The new lease was signed following a review of the office location by the Select Victoria Office Relocation Committee, a group of Trustees tasked by Trust Council to review options for the main administrative offices of the Islands Trust. They concluded their work in March 2017, as summarized by the following motion:

> *That Trust Council adopt the recommendations of the Select Committee "That the Management Team, their Administrative Support staff and the Trust Fund Board staff remain within the Greater Victoria area (32km or less from current location) for the foreseeable future and that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff "as presented" and give direction to conclude the work of the Committee". March 2017 TC*

A thorough review of available office spaces within the Greater Victoria area was conducted with 2 locations deemed suitable, the current building at Fort Street and the Jawl building at the corner of Mackenzie and Quadra. Final negotiations identified the current space as the best return on the dollar and the most convenient for all involved and a lease renewal was initiated.

As part of the lease renewal with Colliers, staff negotiated for replacement of the exterior windows at an estimated cost of $42,668.000 + GST and leasehold improvements allowance of $144,740.00 plus GST.

TIMELINE:

The general timeline for the construction effort was as follows:

March 15, 2017 – Trust Council disbands Victoria Office Location Select Committee, declaring their work complete.

March 15, 2017 – Trust Council approves Financial Plan bylaw 167 (annual budget bylaw) for fiscal 2017/18, which includes $15,000 for office renovations and $15,000 for new furniture and equipment.

August 23, 2017 – First Request for Proposals (RFP) posting for Office Space Design/Build – no proposals received;

March 13, 2018 – Trust Council approves Financial Plan bylaw 172 (annual budget bylaw) for fiscal 2018/19 which includes $282,000 for office renovations and $15,000 for new furniture and equipment.

June 7, 2018 – Second Request for Proposals (RFP) posting for Office Space Interior Renovation - opportunity canceled after contractors and project managers advised there was not enough information provided. Various renovation project managers contacted the Finance Officer to offer their services;

July 12, 2018 - Held meetings with and requested quotes from renovation project managers;

July 30, 2018 – Hire Jeff Head as renovation project manager to prepare RFP, evaluate RFP, make recommendations, assist with budget refinement, oversee the build, etc;

November 2, 2018 – Third RFP posted for Victoria Office Renovation – no proposals received;

November, 2018 – Jeff Head advised that he had contacts in the industry and had spoke to a few contractors that might be interested in doing the work who could come by and give us a quote.

December 18, 2018 – Received 2 quotes to complete the work. Reviewed quotes and selected vendor BC Traditional Homes, Les Hoppe, General Contractor. Refine budget based on quotes.

December 20, 2018 – EC special meeting to approve the proposed revised budget and to rise and report to TC.

January 28, 2019 – Commencement of work by BCTH.

March 2019 - Trust Council approves Financial Plan bylaw 176 (annual budget bylaw) for fiscal 2019/20 which includes $115,000 for office renovations and $10,000 for new furniture and equipment.

October 31, 2019 – Receipt of Occupancy Permit.

BUDGET OVERVIEW

The approved budget by Trust Council for the project was $445,729.00 which included the lease hold allowance of $144,740.00. The final actual costs as of November 2019 are $459,290 which is $13,561 (2.95%) over budget. The overages appeared at the end of the construction phase and are attributed to:

1. $7,000 of extra moving costs;
2. Boardroom e-meeting equipment, primarily electrical work.

As stated, there are some small deficiencies that remain that are covered in the current funding. There are two areas that are unfunded that could be considered as part of the 2020 budget or a future budget process, those being,

1. Approximately $10-15,000 for artwork and presentation. Presently the space does not have the dedicated public artwork that is typical of a civic office. There is no First Nations artwork, which is an important element in acknowledgement of our relationship with local First Nations communities.
2. Additional privacy panels ($4,000) for the open space where the previous boardroom was located.

The final status of the project is that the work is substantially complete, final drawings have been received and the occupancy permit has been issued.

ANALYSIS

The rationale for undertaking the renovation had a number of elements, including:

1. The offices had not been upgraded significantly in over 15 years and the material conditions had degraded. There was a desire to want to attract and retain staff and a belief that reasonable office standards would assist with that.
2. A desire to upgrade the boardroom and meeting room experience for live attendees of meetings.
3. To develop the Islands Trust capacity to deliver high quality electronic meetings and to thereby reduce costs on travel and food, and to also reduce our carbon footprint.
4. To encourage a reorganization of the workforce to lessen the silos between administration, planning, the Islands Trust Conservancy and Trust Area Services, and
5. To honour the direction of the Select Committee, that being:
   ….that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff… March 2017 TC

   The rationale for item 5 was that as we reconstructed the office to better use our space and create a more open office concept, that we would be able to absorb the current bylaw enforcement staff housed in Office #225 into Offices 200, 222 and 233, and then exercise our right to reduce our premises in the lease. The resulting savings of approximating $1,100 per month would be redirected towards leasing an alternative office space in Sydney or environs to satisfy constituents and Trustees who did not want to drive into Victoria to do business. We would also have reorganized some staff on a permanent basis to the Sydney office.

   Given a number of developments since the Select Committee provided that direction, and the increased costs associated with relocating some staff to Sydney, it is recommended that the Islands Trust not move forward with this initiative for the following specific reasons:

   I. Since March 2017 the Islands Trust has increased its workforce in the Victoria office by 4-5 positions including the Senior Intergovernmental Policy Analyst, the Senior Freshwater Specialist, a new bylaw officer, the Covenant Monitoring Specialist and the Trust Area Program Coordinator. They need somewhere to work and we are maxed out for floor space without Office #225.

   II. We have essentially affected the same or similar results that centralizing an office in Sydney would achieve by extending our hours and access on various islands. We now have office hours on Saturna Island, we have renewed hours on Mayne Island, we have agreements on Galiano and N Pender with the regional district to share office space and Hornby Island has requested office hours. We have effectively chosen to extend our on island presence which somewhat calls into question the justification for the expense of an office on the peninsula.

   III. A new office in Sydney would need to accommodate at minimum 2-3 staff and have a meeting space for trustees and the public. The cost of such an office is in excess of the current $1100 we pay in retaining Office #225 at 1627 Fort Street. Information technology costs for an office startup would be between $35-40,000.

ATTACHMENT(S):

1. Office Renovation Financial Report Detail

FOLLOW-UP:

As directed by Financial Planning Committee or Trust Council.

Prepared By: **R Hotsenpiller, CAO**
Reviewed By/Date:

VICTORIA OFFICE RENOVATION
BUDGET AND ACTUALS

Project Description: Victoria Office Interior Renovation
Total Square Feet of Project: 5,358
Total Square Feet of additional space: 3,105

Item #	Description	Cost/sq.ft ($)	Budget ($)	Budget incl. PST ($)	Actual ($)	*over (under) budget ($)*
2.0	**Consultants and Management**					
2.1	Project Management Fee	4.11	22,000	23,540	20,125	*-3,415*
2.2	Interior Design - Space Planning	0.45	2,400	2,568	1,200	*-1,368*
2.3	Mechanical Engineering	0.77	4,100	4,387	4,100	*-287*
2.4	Electrical Engineering	1.03	5,500	5,885	5,500	*-385*
2.5	Architecture / Technology	0.90	4,800	5,136	6,405	*1,269*
2.6	Permits	0.89	4,783	5,118	4,783	*-335*
	Total Consultants and Management	**8.13**	**43,583**	**46,634**	**42,113**	*-4,521*
3.0	**General Requirements**					
3.1	General Conditions (ie: General Contractor profits and OH)	7.91	42,400	45,368	42,391	*-2,977*
3.2	Site Supervision	3.14	16,800	17,976	16,800	*-1,176*
	Total General Requirements	**11.05**	**59,200**	**63,344**	**59,191**	*-4,153*
4.0	**Construction**					
4.1	Demolition	4.11	22,000	23,540	22,602	*-938*
4.2	Drywall and Insulation	3.36	18,000	19,260	20,250	*990*
4.3	Doors & Frames	0.34	1,800	1,926	1,800	*-126*
4.4	Millwork	4.13	22,145	23,695	22,145	*-1,550*
4.5	Ceiling Grid including new ceiling tiles for Boardroom	1.87	10,000	10,700	10,800	*100*
4.6	Electrical - including Lighting and IT data and communications	7.71	41,295	44,186	53,375	*9,189*
4.7	Mechanical	5.97	32,000	34,240	32,000	*-2,240*
4.8	Plumbing	0.47	2,500	2,675	2,500	*-175*
4.9	Soundproofing of boardroom	-	-	-	3,500	*3,500*
	Total Construction	**27.95**	**149,740**	**160,222**	**168,972**	*8,751*
5.0	**Finishes**					
5.1	Artwork	0.32	1,700	1,819	-	*-1,819*
5.2	Doors and Frames	0.37	2,000	2,140	2,000	*-140*
5.3	Window Glazing	-	-	-	645	*645*
5.4	Fire Protection - Panel, Sprinkler move, pull	0.93	5,000	5,350	5,000	*-350*
5.5	Painting - Suite 200 only	2.24	12,000	12,840		*-12,840*
5.6	Painting - Adjacent Office Area South Office (total 3,105 SF)	4.20	13,041	13,954	3,100	*-10,854*
5.7	Window Covering	-	-	-	4,861	*4,861*
5.8	Flooring - General Office Area Suite 200	10.64	57,000	60,990	52,714	*-8,276*
5.9	Flooring - Adjacent Office Area South Office (total 3,105 SF)	9.10	28,256	30,233	14,626	*-15,607*
5.10	Furniture - Workstations (Height adjustable)	2.60	13,949	14,926	25,673	*10,747*
5.11	Furniture - Kitchen Tables & Chairs	0.79	4,211	4,505	4,544	*39*
5.12	Furniture - Boardroom Chairs, Tables & Storage	2.67	14,320	15,322	7,277	*-8,045*
5.13	Furniture - Reception Area	-	-	-	1,691	*1,691*
5.14	Toilet and Vanities in Bathrooms	-	-	-	1,550	*1,550*
5.15	Technology - Boardroom Meeting Equipment	-	-	-	43,905	*43,905*
	Total Finishes	**28.27**	**151,476**	**162,079**	**167,587**	*5,507*
6.0	**Move Management**					
6.1	Move Costs - Contents, people	0.75	4,000	4,280	11,335	*7,055*
6.2	Move Costs - Information Technology	0.28	1,500	1,605	1,698	*93*
6.3	Swing Space Allowance	0.56	3,000	3,210	6,000	*2,790*
6.4	Insurance Requirements	0.19	1,000	1,070	859	*-211*
	Total Move Costs	**1.77**	**9,500**	**10,165**	**19,892**	*9,727*
7.0	**Other**					
7.1	Contingency Allowance	4.67	25,000	26,750	25,000	*-1,750*
7.2	Credit for vacanting space	(3.62)	(19,420)	(19,420)	(19,420)	*0*
7.3	Credit to leave electrical panel in place	(0.75)	(4,045)	(4,045)	(4,045)	*0*
	Total Other	**0.29**	**1,535**	**3,285**	**1,535**	*-1,750*
	Total Project Cost (Gross)	**77.46**	**415,034**	**445,729**	**459,290**	*13,561*

Costs do not include file storage space Aug 1/19 to Dec/19 of $500 per month = $2,500. Space to be retained to the end of the calendar year to ensure proper inventorying of records to offsite.

December 2019 Islands Trust Council
2020/21 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's current draft of the 2020/21 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive feedback for amendments as needed;
- To provide an opportunity for questions, comments and recommendations from Trustees before the Financial Planning Committee develops a draft budget package for public comment.

Chair: Peter Luckham, Chair, Islands Trust Council

Resources: Peter Grove, Financial Planning Committee (FPC)
Julia Mobbs, Director, Administrative Service
Russ Hotsenpiller, Chief Administrative Officer (CAO)
Clare Frater, Director, Trust Area Services
David Marlor, Director, Local Planning Services

Introduction *(3 minutes)*	Peter Grove, FPC
Comments *(3 minutes)*	Russ Hotsenpiller, CAO

2020/21 Proposed Budget Highlights *(15 minutes)*
 	
<u>Document References</u>
• Budget Assumptions and Principles
• Draft Budget Highlights
• Draft Budget Detail
• Funding Requests Summary
  ○ Strategic Plan Initiatives
  ○ Operational Initiatives
  ○ Staffing Changes
	Julia Mobbs, Director, Administrative Services

Trustees Questions and Discussion *(40 minutes)*	Trustees

NEXT STEPS:

- **January 2020**:
  - FPC meeting to review Draft 2, Version 1 of the budget and public consultation documents.
  - Consultation with Bowen Island Municipality on draft budget package.
- **February 2020:**
  - Consultation with public on draft budget package.
  - FPC meeting to review Draft 2, Version 2 of the budget and results of budget public consultation.

- **March 2019:**
    - Trust Council approval of a Budget Bylaw to be forwarded to the Minister by March 31, 2020

BRIEFING

To: Trust Council **For the Meeting of:** December 4, 2019

From: Financial Planning Committee **Date prepared:** November 6, 2019

SUBJECT: 2020/2021 DRAFT BUDGET ASSUMPTIONS AND PRINCIPLES (BAP)

PURPOSE:

To discuss and develop the assumptions and principles upon which the next fiscal year's budget will be based. The assumptions and principles provide the underlying basis for developing many of the individual revenue and expense budget lines.

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 takes place in September each year, to inform Trustees of the preliminary assumptions and principles that staff and Financial Planning Committee will use in developing the first draft of the next fiscal year budget. Subsequent review in December takes place to address any significant changes and support Trust Council's review of the first budget draft.

In some cases the assumptions and principles are well-defined and unlikely to change during the budget development process. Other assumptions and principles are less certain at this point, and will likely be amended during the budget development process.

ATTACHMENT(S):

1. 2020/21 Draft Budget Assumptions and Principles (BAP)

FOLLOW-UP:

The BAP will be updated and amended as new and better information becomes available throughout the budget cycle. The revised document will be presented to Trust Council in March 2020 in conjunction with the draft budget for approval.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/November 12, 2019

ISLANDS TRUST
2020/21 Draft Budget
Assumptions and Principles
December 2019

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, discusses reasonability of spending levels where appropriate, and compiles the detailed budget for the year along with finance staff. The draft budget detail is reviewed by the CAO 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 & STATUS (where applicable)**
1	**Fees and Sales**	Assumed that application fees will be reviewed with the view to potentially increase these across the Trust Area. Assumed this review will not be complete in time to incorporate into the 2020/21 budget. Assumed that application volumes will remain at current levels.	Potentially forth coming Local Planning Committee (LPC) recommendations. Historical review of application fees revenue, and anticipated activity in the Trust Area.
2	**Provincial Grant Funding**	Assumed that funding received from the Province will be received, and will remain consistent with prior years.	Prior year funding levels.
3	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget.	Draft budget planned expenditures less other revenue sources.
4	**Non-market Growth in Property Taxes**	The property tax base within the Islands Trust Area will grow due to new development activity.	BC Assessment report provided in December each year indicated non-market growth for the Gulf Islands.

5	**Property Taxes – Special Requisitions**	Assumed SSI LTC will request a special levy to continue the SSIWPA work. Assumed this request will be at lower levels than previous years given surplus funds related to this project.	Trust Council *Policy 6.3.2 Special Property Tax Requisitions* LTC resolution, Accumulated surplus balance for SSIWPA funds.
6	**Property Taxes – Bowen Island Municipality**	Assumed relevant policy regarding this requisition will remain largely unchanged.	Trust Council Policy *7.2.6 Municipal Property Tax Requisition Calculation*
7	**Investment Income**	Assumed interest rates will decrease in line with projection in financial markets. Assumed Islands Trust will continue to invest in conservative investments in line with LG guidance.	*Community Charter.* BMO investment advisor reports.
8	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant inflows of revenue from this source. 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.
EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
9	**Inflation**	The cost of goods and services will rise in line with inflation.	Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.
10	**Staffing Levels**	Assumed current staffing levels are appropriate to carry out the existing services provided by the Islands Trust. Decreased staffing levels would result in a reduced level of services or functions. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	Current staffing levels. 2008 Bylaw Enforcement Function Review (Bylaw staffing levels). 2018 Local Planning Services Review (LPS staffing levels)
11	**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	*Public Service Labour Relations Act* (all staff). *Public Services Act* and PSA Policy on salary administration for management employees

		accordance with relevant legislation and union agreements.	(exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff).
12	**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 consistent with the current fiscal year.	Trust Council's Policy 7.2 *Trustee Remuneration*. (census information 2016, stats Canada CPI information)
13	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Assumed that no change in space requirements will take place. 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.	Trust Council Policy *7.4.4 On-Island Trustee Offices.* Existing multi-year office leases.
14	**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 LTCs project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.	Local Planning Services Review 2018 Strategic Plan 2018-2022 Trust Council Policy 5.9.1 *Best Management Practices for Delivery of Local Planning Services to Local Trust Committees*
15	**Planner Resource Allocation**	The current work program system which allocates planner time to LTCs may change pending completion of the LPS review. Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)	LPS Review 2018 Strategic plan 2018-2022 implementation
16	**Strategic Plan Projects**	Assumed Trust Council will adopt a new strategic plan in the current fiscal year to inform the coming fiscal year. Assumed projects underway as part of the current strategic	Trust Council Strategic Plan 2018-2022

		plan will be seen through to completion.	
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
17	**General Surplus**	Assumed that accumulated surplus funds will be drawn down more or less in line with the current year financial plan, leaving the opening balance for fiscal 2020/21 at a healthy level. Assumed no changes will be made to policy guiding the minimum balance.	Trust Council's *policy 6.5.1 Reserves and Surplus* , section D.6, recommends a minimum level of General Revenue Surplus as "*three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant*".
18	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund.	Consolidated report of approved, planned LTC projects for the coming fiscal year, provided by Local Planning Services and LTCs.
19	**Special Property Tax (SSIWPA) Surplus Fund**	Assumed accumulated surplus funds for SSIWPA will be considered in the SSIWPA and SSI LTC request for a special requisition.	Accumulated surplus balance from March 31, 2019 and current year requisition.

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 4, 2019
From:	Financial Planning Committee	**Date Prepared:**	November 7, 2019
SUBJECT:	**Draft 2020/21 Budget Overview and Highlights**		

PURPOSE:

To review the draft 2020/21 budget and related documents with Trust Council, to facilitate discussion and receive recommendations on changes if needed or desired.

BACKGROUND:

The draft 2020/21 budget is based on:

- The Budget Assumptions and Principles document reviewed by Financial Planning Committee (FPC) at their August and November meetings, and presented to Trust Council at their September meeting.
- The Timelines for 2020/21 Budget Process reviewed by Financial Planning Committee at their August meeting.
- The interim Islands Trust Strategic Plan approved by Trust Council in September 2019.
- Budget funding requests brought forward by senior management that have been recommended by FPC for inclusion in the budget.

To date, the following stakeholder groups have provided input into the draft 2020/21 budget:

Stakeholder Group	Overall Responsibilities	Actions Taken to Date
Financial Planning Committee	· Develop and recommend the annual budget to Trust Council. · Review all budget funding requests. · Present the budget to Trust Council and provide guidance into the decision-making process. · Recommend the appropriate balance to be maintained in the General Revenue Surplus Fund. · Review and approve 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.
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 not yet been made to continue funding for the SSIWPA project however SSIWPA has passed a motion to request this continued funding.

Trust Area Municipalities	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 by December 31 with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition by February 28 of the following year.	No action to date, however Executive Committee has agreed to participate in a meeting with BIM to discuss the municipal calculation at their initiation. Bowen Island Municipality (BIM) Finance staff will be consulted per *Policy 7.2.vi Municipal Tax Requisition Calculation* by December 31 to confirm the calculation.
Trust Fund Conservancy	· Discuss budget requests and work programs with Trust Area Services staff. · Endorse all budget requests for the Trust Conservancy's Board and Program operations.	The ITC Board has submitted a funding request for the new Covenant Monitoring and Outreach Specialist position. The Director, Trust Area Services has submitted this funding request to FPC along with proposed increases to the Board's meeting and training budgets.
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 preliminary 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 2020/21 draft budget will be undertaken in January/February 2020.

Role of Trust Council:
The role of the Trust Council at its December meeting is to review the recommended draft budget and to discuss the revenue, expenses and surplus balances in detail before the Financial Planning Committee develops a draft budget for public consultation.

At its March meeting, Trust Council will approve the annual budget and financial plan, after considering the public input received and the recommendations of the Financial Planning Committee.
Formal resolutions to direct the preparation of a budget bylaw will be made and the budget bylaw will be presented for consideration during the Trust Council regular business meeting.

DRAFT 2020/21 BUDGET HIGHLIGHTS:

Draft 1, version 2 of the fiscal 2020/21 budget presents an overall increase of 3.7% ($290,592) over the approved budget for fiscal 2019/20. Details on planned revenues and planned expenditures include the following:

Planned Revenues:

- A proposed 1.5% ($100,451) average tax increase across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.99% ($66,968) 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 and developments. This figure is based on the NMC report from BC Assessment as at December 2019.
- A proposed 2.7% ($8,963) tax increase to Bowen Island Municipality (BIM) for their contribution to the Trust Council and Islands Trust conservancy and related administration costs portion of the Islands Trust budget.
- An anticipated 1.08% ($3,560) tax increase to BIM to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction and developments. This figure is based on the NMC report from BC Assessment as at December 2019.
- An anticipated special property tax levy for the SSI LTA has been budgeted at the annual historical amount of $98,500 to continue funding the SSI Watershed Protection Alliance (SSIWPA) initiative. The actual amount requested for this special levy, if continued, will be determined based on resolution from the SSI Local Trust Committee (LTC) and subsequent Trust Council approval, and will likely take into account unspent special levy funds of approximately $24,000 from fiscal 2019, plus any unspent funds from the current fiscal 2020.
- A transfer of $320,150 (2019/20 - $81,000) from the General Revenue Surplus Fund, of which $225,650 is allocated to strategic plan initiatives, $10,500 is allocated to operational projects, and $84,000 is unallocated and applied towards ongoing annual operations. Allocation of surplus funds toward ongoing annual expenditures is not a generally a budgeting best practice in most scenarios, however has been suggested helpful in the current year to alleviate pressures against tax levy increases. It is important to note that this approach, while helpful in the current year to achieve this end, may result in a higher tax increase in the subsequent year. Application of surplus towards our ongoing annual operations does not cause strain to the minimum recommended balance per Trust Council policy (discussed later in this report), and is a way to make use of accumulated funds collected in previous fiscal years.
- A transfer of $63,500 (2019/20 - $75,000) from the LTC-Project Specific Reserve Fund to fund ongoing LTC projects and anticipated new projects that may arise in the fiscal year (see Appendix B for a summary list of these projects).
- Fees and Sales from applications is set at $150,000 (2019/20 - $160,000) based on historical review of actual revenues from this source, with adjustment considerations for current application trends. Local Planning Committee (LPC) is currently conducting a review of application fees which is set to be complete by the end of the current fiscal year 2019/20. Any recommendations from this review may or may not be accepted by Local Trust Committees (LTCs). If they are accepted, it will take some time to implement and as such no consideration of per unit application fee changes has been made in this draft of the 2020/21 budget.
- The Provincial Grant funds have been budgeted at historical levels of $180,000 (2019/20 - $180,000). Executive Committee and Trust Council are currently strategizing how best to approach the province to increase this funding, and any required adjustments from this work will be made to the draft budget as the budget cycle continues.
- Interest and other income is budgeted at $80,000 (2019/20 - $80,000) based on known investment returns from existing investments, plus estimated returns on the investment of 2020/21 property tax funds, accounting for anticipated slight decrease in interest rates.
- Grant income is estimated at $12,000 (2019/20 - $12,000). To acknowledge the inherent uncertainty and contingent nature of this revenue stream, 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.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $5,168,874 in the 2020/21 draft budget (2019/20 - $4,852,372), representing 63% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

- Executive and Legislative Services – 2.8 FTE
- Trust Area Services – 4.2 FTE
- Islands Trust Conservancy – 5.6 FTE
- Local Planning Services – 28.9 FTE
- Bylaw Enforcement – 4.6 FTE
- Administrative Services – 9.0 FTE
- TOTAL = 55 FTE

Factors influencing this expenditure line item include:

- A total of one new staffing request for a Planning Technician (Grid 18). This new role is considered as part of the 2017 LPS Review implementation. This would be a permanent position, unless Trust Council provides direction for this role to be trialed on a temporary basis. A business case for this new staff member is included with the funding requests in this agenda.
- General changes to staffing:
    - A request to make the currently temporary Islands Trust Conservancy (ITC) staff role of Covenant Monitoring and Outreach Specialist a permanent position. A business case for this request is included with the funding requests in this agenda.
    - A request to make the currently temporary Local Planning Services (LPS) staff role of Freshwater Specialist a permanent position. A business case for this request is included with the funding requests in this agenda.
    - A request to fund a GIS-co-op student as is keeping with previous years. A business case for this co-op student is included with the funding requests in this agenda.
    - A request to remove a Planner 1 position in the Salt Spring Island (SSI) office and replace it with a Planner 2 position. A business case for this request is included with the funding requests in this agenda.
    - The removal of the ITC manager position from the BCGE Union, into an excluded management position. This change is to reflect how the role has grown and developed over time. This change is pending final review and approval from the Public Service Agency (PSA) and the BCGEU however no challenges are anticipated by staff at this time.
- Staff salaries and benefits have been adjusted from previous years for the following factors:
    - A 2.0% wage increase for all BCGEU staff members, effective April 1, 2020.
    - An adjustment for all BCGEU staff who will move up ‘steps’ in their range in the fiscal year (3.0% per step per person).
    - An effective up-to 3.75% wage increase for all excluded staff members, effective July 1, 2020 to anticipate potential increases from PSA received in the fiscal year.
    - An analysis of historical staff overtime has been performed and used to budget for estimated overtime in fiscal 2020/21. Overtime costs currently make up approximately $98,000 (2019/20 - $38,500) of the total salaries and benefits expense, which equates to approximately $100,000 (2019/20 - $48,000) when grossed up to include the cost of benefits associated with potential payouts of this expense. Overtime costs are expected to rise due in part to a change in BCGEU overtime rules for LPS staff that became effective in the current fiscal year. This change results in overtime rules for LPS staff being applied after fewer hours worked per day than in previous years. The increase can also be attributed to a rise in required staff travel for ITC and Trust Area Services (TAS) staff as well as improved incorporation of historical overtime analysis into the budgeting process.
    - Benefits expense remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1,030,666 in the 2020/21 draft budget. This rate will be adjusted to reflect the new actual rate once received from PSA later in the budget cycle. 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; the annual staff flu clinic; and other fringe benefits for staff.

- No allowance for staff turnover has been made in the 2020/21 draft budget (2019/20 – ($38,500)) 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.

Trustee remuneration remains quantified by Trust Council policy *7.2.1 Trustee Remuneration* and amounts to $589,424 in the 2020/21 draft budget (2019/20 - $569,230). Factors influencing this figure include the following:

- An anticipated 2.0% increase to base remuneration to adjust for CPI changes, based on previous year's Statistics Canada report for the Victoria area. This rate will be adjusted when the updated Statistics Canada report becomes available in December 2019.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at new rates of 5.25% and 5.45% as at January 1, 2020 and January 1, 2021 respectively.
- Extended benefit premiums remain at levels consistent with previous years as no change in these rates is expected, per UBCM correspondence received in October 2019.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members.

Trust Council meeting expenses have been budgeted under the assumption that the status quo will remain in regards to Trust Council meeting logistics. That is, this draft of the budget assumes Trust Council will continue to meet quarterly, with three meetings on-islands and one meeting in Victoria, BC. As discussion around potential changes to the status quo unfold, expenditures in this area will be adjusted as needed and as determinable. Current planned spending for Trust Council meetings in the 2020/21 draft budget is $95,000 (2019/20 – $109,200) averaging a cost of $23,750 per meeting, which is in line with fiscal 2017 levels of spending for Trust Council meeting costs, plus a small $3,500 buffer.

LTC-specific project expenses are budgeted at $63,500 in the 2020/21 draft budget (2019/20 - $75,000) for LTC projects that are currently ongoing and expected to carry over into the 2021 fiscal year ($15,500, see Appendix B for project list), plus an allowance for upcoming, currently unknown LTC projects ($48,000). These projects will continue to be funded from monies in the Special Purpose LTC Project Reserve fund.

Islands Trust Conservancy expenses, excluding ITC staff salaries and benefits, amount to $167,600 in the 2020/21 draft budget (2019/20 - $176,162). Included in this figure is a $7,000 increase to planned property management expenses to account for the fact that ITC has acquired five covenants and four nature reserves totalling 162 ha (400 acres) since its last property management budget increase. This represents a significant growth (14.0%) in ITC-managed land. Land management costs are also increasing due to the need to revise old management plans, which incur costs for archaeological reviews, species-at-risk surveys, and management needs related to a changing climate. The property management budget has historically not kept pace with these needs. The proposed property management increase, along with the proposed-to-be-made-permanent Covenant Management and Outreach Specialist position are recommended to help ITC keep up with its property management commitments. ITC has identified planned expenditure decreases in other areas of departmental spending to a net $15,562, and so has not included a business case for the $7,000 property management increase.

Office leases and associated costs amount to $457,770 in the 2020/21 draft budget (2019/20 - $438,100). 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 use*d mainly by trustees and LPS staff for meetings with members of the public. The Saturna Island office is a new addition in the 2020/21 draft budget, while increases have been seen in all other office spaces with the exception of Denman Island.

Computer Hardware and Software expenses have been budgeted at $88,600 in the 2020/21 draft budget (2019/20 - $60,900) which includes a $40,000 planned expenditure to replace the Islands Trust storage area network (SAN) which is nearing the end of its useful life, and simultaneously, the support agreement for this asset is expiring. This asset is on a 5-year replacement schedule in line with the Information Services (IS) operations support plan.

Contracted Services are budgeted at $58,500 in the 2020/21 draft budget (2019/20 - $79,000) for planned services acquired from external providers, generally related to specialized areas of work. The bulk of this planned spending decrease comes from a reduction in ACCPAC consulting services ($4,000), a reduction in LPS scientific technical contracts ($7,000), and a reduction in Trust Area Services advocacy support services ($4,000).

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council at their September 2019 meeting as part of the interim strategic plan, and amount to $225,650 in the 2020/21 draft budget (2019/20 - $225,000), broken down as follows:

- Map the extent of eelgrass and kelp beds throughout the Trust Area ($50,000)
- Develop a regional freshwater strategy ($4,000)
- Review Foreshore Policies/Bylaws and Develop Model Policy ($10,000)
- Map and Develop Water budgets for groundwater aquifers ($50,000)
- Develop climate change, demographic, and environmental indicator data sets ($5,000)
- Broadcast public meetings (trial run with select LTCs) ($7,100)
- Develop and implement a stewardship education program ($15,000)
- Adopt and implement a Reconciliation Action Plan ($17,550)
- Amend the Policy Statement introductory and definitions sections ($45,000*)
- Housing Initiatives: 1 per year ($10,000)
- Secretariat function ($12,000)

**of which $15,000 is for the amendment project, plus $30,000 for consideration of, and potential implementation of, next steps for amending the Policy itself. This amount is an increase over the initial $30,000 planned as per resolution of Trust Programs Committee at their November 2019 meeting.*

Operational projects and departmental functions with budget funding request business cases amount to $10,500 in the 2020/21 draft budget (2019/20 - $19,500), broken down as follows:

- Salish Sea Conference attendance for trustees ($5,000)
- Electronic Records Management Clean-up and Wrap-up ($5,500)

Budget funding request business cases for all strategic and operational initiatives are included in this agenda package for review (see Appendix C).

Surplus funds in the General Revenue Surplus Fund are expected to remain above the recommended minimum balance per Trust Council policy based on the current draft of the 2020/21 budget. At the end of fiscal 2020/21, general surplus is expected to be at approximately 102% of the recommended balance, or $1,904,789.

Key Subject Areas:

Climate Action remains a focus for Islands Trust moving into next fiscal year. Planned projects, initiatives, and dedicated staff resources in the draft budget that contain, or may contain, elements of climate action total $431,250 (84% of total initiatives) and include the following:

- Mapping the extent of eelgrass and kelp beds throughout the Trust Area ($50,000) is important to support future efforts to protect and restore eelgrass which can sequester and store significant amounts of carbon. Knowing the current extent of eelgrass beds is necessary for establishing and monitoring carbon sequestration and storage in the foreshore of our islands.
- Amending the Policy Statement introductory + definitions sections ($45,000) will undoubtedly result in recognition of climate change in the Islands Trust Policy Statement which will guide future decision-making.
- Developing climate change, demographic, and environmental indicator data sets ($5,000) will result better information on how to measure appropriate and feasible climate change, demographic and environmental data sets, as well as performance criteria for measuring climate change mitigation and adaption efforts.
- Developing and implementing a climate-change-focused stewardship education program ($15,000) will result in climate-change-related programming to target audiences.

- Continuation of the Freshwater Specialist position ($105,046) will ensure dedicated focus and attention to natural fresh water resources, allowing for better planning and strategy to ensure sustainable use of these resources in the Trust Area.
- Continuation of the Covenant Management and Outreach position ($84,754) will result in an additional staff position focussed on covenants and outreach which could result in protection and stewardship of forests that sequester carbon. Will also increase the time available to the existing Property Management Specialist for building strategies to address climate change impacts on ITC properties.

Water resources within the Trust Area continue to receive attention and dedication of budget funds through a variety of different projects and undertakings, totaling $257,546 in the draft budget. Planned work in this area for next fiscal year includes the following:

- Mapping and developing water budgets for groundwater aquifers ($50,000)
- Developing a regional freshwater strategy ($4,000)
- Continuation of the Freshwater Specialist position ($105,046)
- Continued funding of the SSI Watershed Protection Alliance ($98,500)

ATTACHMENT(S):

1. **2020/21 Draft Budget Detail**
2. **2020/21 Draft Budget Surplus Allocations**
3. **2020/21 Draft Budget List of LTC Projects Funded by the LTC-Project Specific Reserve Fund**
4. **2020/21 Draft Budget Funding Requests Summary and Related Business Cases**

FOLLOW-UP:

As directed by FPC upon review of the budget 2020/21 draft 1, version 2.
To be forwarded to Trust Council for review and discussion at their December 2019 meeting.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee/November 12, 2019

ISLANDS TRUST
BUDGET DRAFT: 2020/21

	Amt to balance budget, excluding amort =	23,719	(0)		0		
		2018/19	**2019/20**		**2020/21**		
		Audited ACTUALS	Approved BUDGET	Q2 Forecast	Draft BUDGET	*Budget Change $*	*Budget Change %*
	REVENUE						
40300	Fees & Sales	166,154	160,000	105,000	**150,000**	*(10,000)*	*-6.3%*
45000	Provincial Grant	180,000	180,000	180,000	**180,000**	-	*0.0%*
46000	Property Tax Levy - LTA	6,312,331	6,501,701	6,696,752	**6,696,752**		
1.5%	Property Tax Levy - LTA General Increase	126,247	130,034		**100,451**		
1.0%	Property Tax Levy - LTA NMC Increase	63,123	65,017		**66,968**	*167,419*	*2.5%*
	Property Tax Levy - Bowen	293,933	329,634	329,634	**329,634**		
2.7%	Property Tax Levy - Bowen General Increase				**8,963**		
1.1%	Property Tax Levy - Bowen NMC Increase				**3,560**	*12,523*	*3.8%*
46200	Special LTC Tax Requisition - SSIWPA	98,500	98,500	98,500	**98,500**	-	*0.0%*
47000	Transfer from LTC Specific		75,000		**63,500**	*(11,500)*	*-15.3%*
47000	Transfer from General Revenue Surplus Fund		81,000		**320,150**	*239,150*	*295.2%*
48000	Interest Income	104,385	80,000	80,000	**80,000**	-	*0.0%*
49000	Other income	8,692	152,000	152,000	**0**	*(152,000)*	*-100.0%*
49001	Grant income - projects	8,329	12,000	7,047	**12,000**	-	*0.0%*
	Total Revenue	7,361,694	7,864,886	7,648,933	**8,110,478**	*245,592*	*3.1%*
	EXPENSES						
50900	Amortization	79,978	75,000	120,000	**120,000**	*45,000*	*60.0%*
50950	Applications sponsored by Exec Committee	10,050	5,000	5,000	**5,000**	-	*0.0%*
50960	History and Heritage Funding Grants-in-Aid	1,500	5,000	2,000	**5,000**	-	*0.0%*
51000	Audit	23,725	20,000	20,000	**20,000**	-	*0.0%*
51500	Bank Charges & Interest	3,176	4,000	7,000	**4,000**	-	*0.0%*
52500	Board of Variance	747	500	1,430	**1,100**	*600*	*120.0%*
53500	Carbon Offset Purchases	300	500	500	**500**	-	*0.0%*
54000	Committee Meeting Expense - FPC	5,965	7,000	3,000	**7,000**	-	*0.0%*
54100	Committee Meeting Expense - LPC	3,049	4,000	3,000	**4,000**	-	*0.0%*
54200	Committee Meeting Expense - TPC	4,973	5,000	4,000	**2,000**	*(3,000)*	*-60.0%*
54300	Cultural Working Group	-	-	2,000	**2,500**	*2,500*	*100.0%*
54500	Communications	40,666	40,000	35,000	**39,000**	*(1,000)*	*-2.5%*
54580	FN Protocol Funds	-	5,000	7,098	**-**	*(5,000)*	*-100.0%*
55105	SW Support and Licensing	59,371	81,000	64,000	**71,900**	*(9,100)*	*-11.2%*
55200	Internet	48,022	42,330	42,327	**41,000**	*(1,330)*	*-3.1%*
55500	Technical Support	74,180	90,000	83,851	**89,000**	*(1,000)*	*-1.1%*
56000	Contingency	48	14,000	14,000	**12,000**	*(2,000)*	*-14.3%*
56500	Contract Services	96,265	79,000	79,000	**58,500**	*(20,500)*	*-25.9%*
57000	Elections - General	125,868	-	-	**-**	-	*0.0%*
57050	Elections - By-elections	14,997	7,000	61	**5,000**	*(2,000)*	*-28.6%*
60000	Insurance	106,588	106,382	116,381	**151,385**	*45,003*	*42.3%*
61100	ITC - Board Honoraria	6,850	8,000	8,000	**6,600**	*(1,400)*	*-17.5%*
61200	ITC - Board Meeting Expense	11,451	16,250	10,750	**13,850**	*(2,400)*	*-14.8%*
61210	ITC - Board Training & Conferences	94	4,000	4,000	**4,000**	-	*0.0%*
61300	ITC - Property Management	55,835	65,000	65,000	**72,000**	*7,000*	*10.8%*
61500	ITC - Conservation Planning & Land Securement	13,366	18,000	10,000	**15,000**	*(3,000)*	*-16.7%*
61600	ITC - Ecosystem Mapping	22,000	15,000	15,000	**15,000**	-	*0.0%*
62000	Land Title Registrations	3,476	3,000	3,000	**1,500**	*(1,500)*	*-50.0%*
63000	Legal - general	73,003	90,000	75,089	**89,994**	*(6)*	*0.0%*
63100	Legal - bylaw enforcement litigation	97,524	60,000	60,000	**60,000**	-	*0.0%*
63200	Legal - litigation defence	64,387	25,004	45,000	**25,005**	*1*	*0.0%*
65000	LTC "Trustee Expenses"	6,928	10,000	10,000	**10,000**	-	*0.0%*
65050	LTC "Executive Expense on LTC's"	18,274	24,000	24,000	**24,000**	-	*0.0%*
65200	LTC Meeting Expenses	37,579	40,000	41,238	**40,000**	-	*0.0%*
65210	LTC Local Exp APC Meeting Expenses	5,745	6,000	8,076	**6,000**	-	*0.0%*
65220	LTC Local Exp Communications	3,144	5,000	5,350	**5,000**	-	*0.0%*
65230	LTC Local Exp Special Projects	3,491	5,000	7,529	**5,000**	-	*0.0%*
67000	Meeting Expense	167,826	109,200	145,500	**124,750**	*15,550*	*14.2%*

ISLANDS TRUST
BUDGET DRAFT: 2020/21

	Amt to balance budget, excluding amort =	23,719	(0)		0		
		2018/19	**2019/20**		**2020/21**		
		Audited ACTUALS	Approved BUDGET	Q2 Forecast	Draft BUDGET	*Budget Change $*	*Budget Change %*
67500	Memberships	13,406	15,100	12,500	**16,815**	*1,715*	*11.4%*
68100	Notices - Statutory & Non-Statutory	19,755	25,000	26,444	**25,000**	-	*0.0%*
69000	Office - Lease costs	387,820	381,500	381,500	**397,710**	*16,210*	*4.2%*
69005	Office - outside services	53,754	56,600	50,000	**60,060**	*3,460*	*6.1%*
70000	Postage, Courier & Delivery	10,403	10,000	10,000	**10,000**	-	*0.0%*
74000	Recruitment	6,471	8,000	8,000	**8,000**	-	*0.0%*
74900	Safety	327	5,000	5,000	**5,000**	-	*0.0%*
75100	Sal & Ben - Salaries - Exec/TAS/ITC/Admin staff	1,747,836	1,986,459	3,919,233	**2,659,823**	*168,804*	*8.5%*
75110	Sal & Ben - Benefits - Exec/TAS/ITC/Admin staff	427,874	504,560	995,485	**-**		*0.0%*
76100	Sal & Ben - Salaries - Planners & RPMs	1,192,741	1,268,265		**1,672,421**	*82,016*	*6.5%*
76110	Sal & Ben - Benefits - Planners & RPMs	292,343	322,139		**-**		*0.0%*
77100	Sal & Ben - Salaries - Planning Support Staff	351,127	395,184		**559,605**	*64,043*	*16.2%*
77110	Sal & Ben - Benefits - Planning Support Staff	86,195	100,377		**-**		*0.0%*
78100	Sal & Ben - Salaries - Bylaw	216,064	219,607		**277,026**	*1,638*	*0.7%*
78110	Sal & Ben - Benefits - Bylaw	53,134	55,780		**-**		*0.0%*
79000	Stationery & Supplies	52,546	45,078	42,578	**33,000**	*(12,078)*	*-26.8%*
79500	Subscriptions	6,630	5,000	4,623	**6,500**	*1,500*	*30.0%*
80100	Telephone	16,945	14,200	19,000	**16,000**	*1,800*	*12.7%*
80300	Mobile Devices	25,072	23,600	23,600	**23,400**	*(200)*	*-0.8%*
81100	Training - Organization-wide	3,524	5,000	2,000	**5,000**	-	*0.0%*
81200	Training - staff recognition & meetings	16,837	15,000	15,000	**15,000**	-	*0.0%*
81300	Training & Conferences	41,180	63,000	57,103	**61,960**	*(1,040)*	*-1.7%*
81305	Travel for Training	28,590	39,650	32,447	**39,600**	*(50)*	*-0.1%*
82300	Travel	74,427	96,490	93,000	**85,800**	*(10,690)*	*-11.1%*
84100	Trustee Remuneration	387,062	410,351	410,351	**513,400**	*20,194*	*4.9%*
84110	Trustee Remuneration - CPP Expense	15,937	19,305	19,306	**21,435.39**		*0.0%*
84120	Trustee Remuneration - Health/Dental benefits	43,243	41,564	41,567	**43,557.84**		*0.0%*
84130	Trustee Remuneration - MSP Benefits	18,122	22,596	22,599	**-**		*0.0%*
84140	Trustee Remuneration - Pay in Lieu of benefits	3,500	2,000	2,000	**1,000**		*0.0%*
84150	Trustee Remuneration - Employer Health Tax	2,268		10,000	**10,031**		*0.0%*
84500	Trustee Remuneration - Executive on LTCs	73,558	73,414	73,414	**-**		*0.0%*
	Operating Budget Subtotal	6,959,130	7,323,986	7,423,930	**7,723,728**	*399,742*	*5.5%*
CAPITAL							
55100	Computer H/W & S/W	98,021	60,900	74,052	**88,600**	*27,700*	*45.5%*
55400	Software - separate from Hardware for 2021			2,000			
69100	Office - Equipment & Furniture	1,835	10,000	10,000	**8,000**	*(2,000)*	*-20.0%*
69500	Office - Renovations	11,101	115,000	218,274	**-**	*(115,000)*	*-100.0%*
73001-825-80	Prior Year Project - Electronic Meetings			43,905			
	Capital Subtotal	110,957	185,900	348,231	**96,600**	*(89,300)*	*-48.0%*
PROJECTS							
73001	LTC Projects	57,713	75,000	111,513	**63,500**	*(11,500)*	*-15.3%*
	PY Project - Funded by Grants (590)	0	12,000	6,427	**12,000**	-	*0.0%*
	PY Project - Funded by Special requisition (SWIPPA)	96,571	98,500	40,620	**98,500**	-	*0.0%*
				-			
73001-A	Strategic Plan Projects			-			
	Map Eelgrass + Kelpbeds			-	**50,000**	*50,000*	*0.0%*
	Develop a regional freshwater management strategy			-	**4,000**		
	Review Foreshore Policies/Bylaws + Develop Model Policy			-	**10,000**	*10,000*	*0.0%*
	Map+Develop Water budgets for groundwater aquifers			-	**50,000**	*50,000*	*0.0%*
	Create model OCP policies using groundwater budgets			-	**-**	-	*0.0%*
	Develop set of climate change, demographic + environmental data			-	**5,000**	*5,000*	*0.0%*
	Broadcast public meetings		-	-	**7,100**	*7,100*	*0.0%*
	Develop and implement a stewardship education program		-	-	**15,000**	*15,000*	*0.0%*
	Adopt and implement a Reconciliation Action Plan			-	**17,550**	*17,550*	*0.0%*

	Amt to balance budget, excluding amort =	23,719	(0)		0		
		2018/19	**2019/20**		**2020/21**		
		Audited ACTUALS	Approved BUDGET	Q2 Forecast	Draft BUDGET	*Budget Change $*	*Budget Change %*
	Amend the Policy Statement introductory + definitions sections			-	**45,000**	*45,000*	*0.0%*
	Housing Initiatives: 1 per year			-	**10,000**	*10,000*	*0.0%*
	Secretatiat Function			-	**12,000**	*12,000*	*0.0%*
	Prior Year Project - Trust Program Committee Pro	14,087	25,000	20,330			
	Prior Year Project - Local Planning Committee Projects		25,000	25,000			
	Prior Year Project - ITC Property Management Plar	30,844		-			
	Prior Year Project - First Nations Consulting	32,513		-			
	Prior Year Project - LPC Toolkit - Protect Coastal Dc	5,178		-			
	Prior Year Project - Policy Statement Review	2,638	45,000	45,000			
	Prior Year Project - Islands Trust Act Ammendment		15,000	498			
	Prior Year Project - Website Renewal		115,000	115,000			
73001-B	Operational Projects			-			
	Salish Sea Conference	14,956		-	**5,000**	*5,000*	*100.0%*
	Electronic Data Management (EDM)	12,355	5,500	5,500	**5,500**	*-*	*0.0%*
	Photo Management		14,000	14,000			
	Prior Year Project - Electronic Meetings	1,034					
	Projects Total	267,888	430,000	383,887	**410,150**	*(19,850)*	*-4.6%*
No GL #	Contribution to Surplus				**-**		
	Total Expenditures	7,337,975	7,939,886	8,156,048	**8,230,478**	*290,592*	*3.7%*
	Net Surplus (Shortfall)	23,719	(75,000)	(507,115)	**(120,000)**		
	Add non-cash Item - amortization		75,000	120,000	120,000		
	Capitalized Expenditures			264,964			
	Transfer from General Revenue Surplus Fund			10,638			
	Transfer from LTC Project Specific Reserve Fund			111,513			
	Surplus (deficit)	23,719	(0)	-	0		***Total Expenditure***

Islands Trust
Budget 2020/21 D1, V2
SURPLUS ALLOCATIONS

ALLOCATION OF SURPLUS DRAW TO SPECIFIC EXPENDITURES

	Project/Area	Amount	Area	*Bowen Contrib Factor*	$ Credit Included in Bowen Calc	
Gen	Amount to fund general operations	84,000		*27.8%*	$ 23,316	
Op	Salish Sea Conference	5,000	TC	*100.0%*	$ 5,000	
Op	Electronic Data Management (EDM)	5,500	Admin	*27.8%*	$ 1,527	
Strat	Map Eelgrass + Kelpbeds	50,000	LPS	*0%*	$ -	
Strat	Develop a regional freshwater management strategy	4,000	LPS	*0%*	$ -	
Strat	Review Foreshore Policies/Bylaws + Develop Model Policy	10,000	LPS	*0%*	$ -	
Strat	Map+Develop Water budgets for groundwater aquifers	50,000	LPS	*0%*	$ -	
Strat	Develop set of climate change, demographic + environmental data	5,000	TAS	*100%*	$ 5,000	
Strat	Broadcast public meetings	7,100	Admin	*0%*	$ -	
Strat	Develop and implement a stewardship education program	15,000	TAS	*100%*	$ 15,000	
Strat	Adopt and implement a Reconciliation Action Plan	17,550	TAS	*100%*	$ 17,550	
Strat	Amend the Policy Statement introductory + definitions sections	45,000	TAS	*100%*	$ 45,000	
Strat	Housing Initiatives: 1 per year	10,000	LPS	*0%*	$ -	
Strat	Secretatiat Function	12,000	TAS	*100%*	$ 12,000	
		-				
	Total transfer from General Revenue Surplus Fund (GRSF)	**320,150**			**124,393**	*To Bowen Calculation*

ISLANDS TRUST
2020/21 Budget Draft 1, Version 1
Appendix B: List of LTC Projects Funded by the LTC-Project Specific Reserve Fund

Project carry overs currently anticipated:		**Amount**
Galiano - STVR Review continued	$	5,000
Mayne Housing Project continued	$	2,000
Salt Spring Affordable Housing continued	$	500
Lasqueti OCP/LUB Review continued	$	3,000
Hornby OCP/LUB Review continued	$	5,000
Total ongoing projects	$	15,500
Allowance for upcoming LTC projects *(based on $4,000 per LTC excluding BW)*	$	48,000
Total LTC Project Budget for FY2020/21	**$**	**63,500**

Islands Trust
Budget Funding Requests Summary
Budget 2020/21 D1, V2

CATEGORY	PROJECT DESCRIPTION		AMOUNT	BUDGET LINE ITEM
STRATEGIC PLAN	Map Eelgrass + Kelpbeds	$	50,000	Strategic Plan Projects (LPC)
	Develop a regional freshwater management strategy	$	4,000	Strategic Plan Projects (LPC)
	Review Foreshore Policies/Bylaws + Develop Model Policy	$	10,000	Strategic Plan Projects (LPC)
	Map+Develop Water budgets for groundwater aquifers	$	50,000	Strategic Plan Projects (LPC)
	Develop set of climate change, demographic + environmental data	$	5,000	Strategic Plan Projects (TPC)
	Broadcast public meetings	$	7,100	Strategic Plan Projects (Admin)
	Develop and implement a stewardship education program	$	15,000	Strategic Plan Projects (TPC)
	Adopt and implement a Reconciliation Action Plan	$	17,550	Strategic Plan Projects (TPC)
	Amend the Policy Statement introductory + definitions sections	$	45,000	Strategic Plan Projects (TPC)
	Housing Initiatives: 1 per year	$	10,000	Strategic Plan Projects (LPC)
	Secretatiat Function	$	12,000	Strategic Plan Projects (TPC)
	Total Strategic Plan Projects		**225,650**	
OPERATIONAL	Salish Sea Conference			
	Conference attendance for trustees and exhibitor booth hosting		5,000	TC Training and Conferences
	Electronic Data Management (EDM)			
	Consulting Support for EDM Clean-up/Wrap-up		5,500	Admin Mgmt
	Total Operational Projects		**10,500**	
STAFFING (Temporary)	GIS Co-op Student			
	Salary	*12,473*		
	Benefits	*3,168*	**15,641**	
	Total New Staff (T) Costs		**15,641**	Operating Expense (Salaries)
STAFFING (Permanent)	Planner 2 (SSI Office)			
	Remove Planner 1 position	*(60,048)*		
	Add Planner 2 position	*69,613*		
	Benefits cost impact	2,429	**11,994**	Operating Expense (Salaries)
	LPS Planning Technician (10 months in first year)			
	Salary	*48,438*		Operating Expense (Salaries)
	Benefits	*14,764*		Operating Expense (Salaries)
	Travel	-		Travel
	Mobile Phone	-		Mobile Phone
	Computer - Desktop (already purchased)	*1,100*		Computer SW/HW
	Training	*1,200*	**65,502**	
	Freshwater Specialist			
	Salary	*75,675*		Operating Expense (Salaries)
	Benefits	*17,964*		Operating Expense (Salaries)
	Travel	*7,600*		Travel
	Mobile Phone	*650*		Mobile Phone
	Computer - Laptop (already purchased)	-		Computer SW/HW
	Training	*1,900*	**103,789**	
	Covenant Monitoring and Outreach Specialist			
	Salary	*63,612*		Operating Expense (Salaries)
	Benefits	*15,342*		Operating Expense (Salaries)
	Travel	*4,400*		ITC Travel
	Mobile Phone	*650*		Mobile Phone
	Computer - Laptop	-		Computer SW/HW
	Training	*750*	**84,754**	
	Total New Staff (P) Costs		**266,039**	

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to LPC approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

Map eelgrass for all Trust Area

$50,000

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: October 9, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:

As part of the 2018-2022 Interim Strategic Plan, Trust Council voted to support mapping the extent of eelgrass throughout the Trust Area. This is a two-year project and includes mapping of all the Islands Trust Area, excluding Mayne and Bowen, which have already been completed.

The project would be a partnership with SeaChange Marine Conservation Society to map the full extent of the larger eelgrass beds in our region. Note that this project does not include mapping of kelp beds. SeaChange Marine Conservation Society will fundraise for 50% of the cost. They would be able to confirm their contribution in the spring, early in the new fiscal, or late in the current one. The first year's budget (for FY20/21) is around $90,750 and they haven't finished the costing for the second year but anticipate that it would be comparable, of which, Islands Trust would contribute 50% of the total cost. Year two of the project would be submitted as a separate business case for FY21/22.

The southern islands would be done in FY20/21 and the northern islands and Howe Sound islands in FY21/22. Note that Bowen does not need to be done as we received special funding to map polygons from Metro Vancouver in the previous project. Also, Mayne Island has already been done and is not part of this project.

PROJECTED RESULTS/DELIVERABLES:

Complete mapping of the entire Islands Trust Area of eelgrass by the end of FY21/22.

RISK ASSESSMENT:

SeaChange Marine Conservation Society may not be able to raise the funds. In this case, a smaller amount of work may need to be undertaken.

That mapping costs may exceed budget. In this case, either additional funds could be requested, or the timeline extended to allow consideration of further mapping in later fiscal years.

ALTERNATIVES CONSIDERED:

Option 1: Defer work on the project to FY21/22. This option would delay completion of eel grass mapping in the Trust Area by one year.

CRITICAL SUCCESS FACTORS:

Completion of eelgrass mapping for the entire Islands Trust Area by the end of FY21/22.

RECOMMENDED OPTION:

That $50,000 be budgeted for FY20/21 for mapping of eel grass in partnership with SeaChange Marine Conservation Society.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$50,000 for 50% of cost of consultant to undertake work (remainder from outside partner)

Qualitative Analysis:

This will further the Islands Trust mandate and the Strategic Plan of Trust Council by providing mapping to help protect eel grass and foreshore areas. This will allow local trust committee in their planning functions to better protect foreshore environments.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:
As determined by the Local Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Reports to Trust Council via Local Planning Committee.

David Marlor, Director, Local Planning Services	Oct 18, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

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

$4,000

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 1, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. 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. Staff is recommending that this start in FY20/21 by hiring a facilitator to assist in facilitating a roundtable to develop a long term framework for Islands Trust fresh water program over the next several years.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY20/21 is to cover costs associated with facilitating a roundtable of academic and professionals in freshwater. $4,000 is reserved for facilitation assistance of a couple of two to three roundtable meetings.

RISK ASSESSMENT:

Risk that the process may take longer than two to three meetings.

ALTERNATIVES CONSIDERED:

Option 1: Hire a facilitator to host a roundtable discussion to develop a framework for Islands Trust water program. Staff and Trustee Patrick met with Oliver Brandes from the University of Victoria to discuss approaches to developing a freshwater framework for the Islands Trust Area. Oliver recommended a roundtable of professionals to advice Trust Council on such a framework.

Option 2: Undertake the work in-house with in-house facilitation. This is not recommended as outside facilitation would remove any potential bias, and bring in a different perspective to the process.

CRITICAL SUCCESS FACTORS:

A draft framework and draft policy out line supporting the framework by March 31, 2021.

RECOMMENDED OPTION:

That $4,000 be budgeted to hire a facilitator to assist in hosting up to three roundtable discussions consisting of academics and professionals knowledgeable in local island fresh water issues with a goal to advising on a freshwater framework for the Islands Trust Area.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$1,000 x 3 for facilitation
$500 for hall/room rental
$500 for incidentals

Qualitative Analysis:

This will further the Strategic Plan of Trust Council by recommending a framework that will then guide the Senior Freshwater Specialists, local trust committees and Trust Council in undertaking work in freshwater.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:
A Project Charter would be developed for Local Planning Committee endorsement. The planner assigned to the Local Planning Committee would take the lead in managing the project.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Reports to Trust Council via Local Planning Committee.

David Marlor / Director, Local Planning Services	November 1, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to LPC approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect foreshores throughout the Trust Area

$10,000

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: October 9, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:
Trust Council has adopted a new Strategic Plan. Review of foreshore regulations and recommended model bylaws are one of the items allocated to the Local Planning Committee. Staff is recommending that this work be undertaken in FY20/21.

PROJECTED RESULTS/DELIVERABLES:

Understanding of existing land use regulations and protections in place along foreshore throughout the Islands Trust Area.

RISK ASSESSMENT:

Risk that local trust committee may not undertake work to enact model bylaws for the protection of the foreshore areas.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house using dedicated planning staff. This would require allocation of planner time to this project, and a budget of $5,000 to cover legal review.

Option 2: Hire a consultant to undertake the review, and/or development of the model bylaws. Some staff time required to manage the consultant. Budget would need to cover the cost of the consultant estimated at $10,000, plus legal review of $5,000.

CRITICAL SUCCESS FACTORS:

Completion of model bylaws by the end of FY20/21.

RECOMMENDED OPTION:

That $10,000 be budgeted to create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect foreshores throughout the Trust Area

This is a hybrid of Options 1 and 2, with some work being undertaken by planning staff, with support from a consultant. This would require $5,000 for consulting and $5,000 for legal review.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$5,000 for consulting
$5,000 for legal
$10,000 total request

As this is a program project, there will be no cost saving by undertaking this.

Qualitative Analysis:

This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further protection options for the foreshores in the Islands Trust Area.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:
As determined by the Local Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Reports to Trust Council via Local Planning Committee.

David Marlor, Director, Local Planning Services	October 18, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

Map and develop water budgets for groundwater aquifers in the Trust Area

$50,000

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: October 9, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Map and develop water budgets for groundwater aquifers in the Trust Area. This is a multi-year project that started in FY19/20 and includes mapping of all the Islands Trust Area. Work in FY19/20 covers the Southern Gulf Islands.

The budget for FY20/21 is anticipated to continue this work in the northern islands to the extent funding will allow. The remainder of the Trust Area would be completed in FY21/22 subject to funding approval for that fiscal year.

In March 2019, the Islands Trust Council declared a climate emergency ensuring a commitment to intensifying efforts to address the urgency of a changing climate. The *Southern Gulf Islands Groundwater Sustainability Strategy* project is attempting to address the climate change emergency by identifying community aquifer recharge areas, seasonal water stresses, aquifer vulnerabilities, and freshwater related polices to uphold the Islands Trust preserve and protect mandate.

Freshwater networks of the Islands Trust Area are uniquely replenished with seasonal precipitation to support healthy watershed ecosystems and groundwater aquifers. Sustainability strategies are needed to protect groundwater dependent ecosystems through a changing climate to ensure preservation of island communities.

Islands Trust policy states that islands should be self-sufficient concerning their supply of freshwater and this commitment is supported through policies that identify, protect and, where possible, rehabilitate freshwater wetlands, surface water bodies, natural drainage patterns, watercourses, fish-bearing streams, watersheds, and groundwater recharge areas of the Trust Area. Directive policies within official community plans and regulatory bylaws state that neither the density nor intensity of land use should be increased in known to have a problem with the quality nor quantity of the supply of freshwater, and that existing, anticipated, and seasonal demands for water are considered and allowed for.

The project will be undertaken by consultant, managed by the Senior Freshwater Specialist and the Regional Planning Manager, with support from the Island Planners. The budget is established at $50,000 with completion expected by end of March 2021. The $50,000 is made up of $40,000 for consulting services, $8,000 for technical services, $1,000 for communications and $1,000 for community workshops.

In May 2019, Islands Trust staff received a letter of support from Pat Lapcevic, Water Protection Head, Ministry of Forests, Lands, Natural Resource Operations, and Rural Development indicating that any strategies, policies, or plans developed through this and other Islands Trust projects compliment the *Water Sustainability Act.* Further, the letter states an invitation for deep collaboration on the project to successfully develop avenues for the outcomes of the project to be publically accessible and internally useful for the Ministry.

The mapping would be added to the TAPIS mapping database, and would be another dataset available to planners for land use planning projects and applications, and allow more meaningful means to address Trust Council policy on protection of freshwater.

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

Complete mapping of the entire Islands Trust Area of aquifers development of localised water budgets by the end of FY21/22.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified.)*

That mapping costs may exceed budget. In this case, either additional funds could be requested, or the timeline extended to allow consideration of further mapping in later fiscal years.

The dataset will have limitations that will be presented as part of the deliverable. The limitations will restrict how the data is to be interested and used in day to day planning activities. The mapping and water budgets may raise local expectations in respect of how it influences local planning policy and regulations.

ALTERNATIVES CONSIDERED:

Option 1: Defer work on the project to FY21/22. This option would delay completion of eel grass mapping in the trust area by one year.

CRITICAL SUCCESS FACTORS:

Completion of groundwater sustainability strategy for the entire Islands Trust Area by the end of FY21/22.

RECOMMENDED OPTION:

That $50,000 be budgeted to allow Islands Trust to continue to undertake the Groundwater Sustainability Strategy for the entire Islands Trust Area.

This approach is recommended to ensure completion of the project by end of FY21/22, and to manage workload over the next two years.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$40,00 for consultant to undertake work
$8,000 for technical support
$1,000 for communication
$1,000 for community workshops
$50,000 total budget request

Qualitative Analysis:

This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing mapping to help protect groundwater, and to allow local trust committee in their planning functions to better consider the ability of groundwater to supply development on the islands.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Local Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Reports to Trust Council via Local Planning Committee.

David Marlor, Director, Local Planning Services	October. 10th, 2019
Initiator Name and Title	Date

Reviewed by: Name and Title

Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Programs Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater,
Director, Trust Area Services

Business Area: Trust Area Services

Name of Request: Develop climate change, demographic, and environmental data sets and climate change performance criteria**.**

$5,000

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:** _____

Date of Funding Request: October 17, 2019

Funding Required for (date range): Fiscal 2020/21

ISSUE/OPPORTUNITY:
As part of the 2018-2022 Interim Strategic Plan, Trust Council voted to support the development of

a) a set of climate change, demographic and environmental data; and
b) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts.

PROJECTED RESULTS/DELIVERABLES:

The project will be developed in two stages. Stage One, in 2020/21 will involve contracting a subject matter expert to:

1) assist Trust Programs Committee with determining appropriate and feasible climate change, demographic and environmental data sets,as well as performance criteria for measuring climate change mitigation and adaption efforts, and
2) assist with development of budget requirements for future fiscal years.

Phase Two, in 2021/22 and future years, will involve development of data sets and ongoing monitoring and reporting.

RISK ASSESSMENT:

A risk for this project is that staff cannot retain an appropriately qualified contractor. A further risk is that the desired data sets may be too impractical or expensive to recommend.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY21/22. This option would delay completion of development of data sets and performance criteria in the Trust Area by one year.

CRITICAL SUCCESS FACTORS:

The project will require advice and support from Islands Trust Geographic Information Systems staff and Administrative Services staff.

RECOMMENDED OPTION:

That $5,000 be budgeted for development of climate change, demographic, and environmental data sets and climate change performance criteria**.**

COST/BENEFIT ANALYSIS:

The cost of funding Stage Two will only be known once Stage One has been completed and criteria recommended to Trust Council for future direction.

Quantitative Analysis:
$5,000 for contractor to complete Stage One of project.

Qualitative Analysis:
High quality data sets can support informed decisions about the Islands Trust Area, and allow for assessment about whether services and programs are having the desired outcome.

PURCHASING PROCEDURE:

Contractor will be hired in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

Staff work with Trust Programs Committee to develop a project charter and communications plan. Staff with then hire a contractor to work with staff and Trust Programs Committee to develop and assess potential data sets and climate change performance criteria.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The project will involve collaborating with other agencies, including the Province of BC, to determine what data sharing is available.

Clare Frater / Director, trust Area Services	October 17, 2019
Initiator Name and Title	**Date**
Trust Programs Committee	November 6, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

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:
Julia Mobbs, Director, Administrative Services

Business Area:
Administrative Services

Name of Request:
Committee Meeting Streaming (Trial Run)

$7,100

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
  - [x] Computer Hardware/Software
- [ ] **Furniture & Equipment**
- [ ] **Computer Hardware/Software/Supplies**
- [ ] **New Staff Resources** (see Staff Costing Tool)
  - [ ] **Permanent**
  - [ ] **Temporary**
    Temp Duration: _____
- [ ] **Other – please describe:** _____

Date of Funding Request:
October 30, 2019

Funding Required for (date range):
April 1, 2019 – March 31, 2020

ISSUE/OPPORTUNITY:
Many local governments have begun video recording and posting, sometimes live-streaming, their public meetings. This provides a new avenue for constituents to access information about their local government and the issues currently being addressed in their community. Video recordings mean a wider audience can be reached as those who are unable to attend a public meeting at a specific time are able to access the meeting content after the fact. This increases communication with constituents, increases understanding of the local government and what they are trying to achieve, and potentially brings greater engagement with the community stakeholders.

As part of its interim Strategic Plan, Trust Council approved the broadcasting of public meetings at Islands Trust. A report to Trust Council from Information Services in September 2019 provided a cost estimate for the hardware, software, and storage elements associated with this undertaking.

PROJECTED RESULTS/DELIVERABLES:

Broadcasting public meetings will allow a larger audience of constituents to access meeting information related to their own island community and other communities in the Islands Trust federation. This could increase communication with constituents, increases understanding of the local government and what they are trying to achieve, and potentially brings greater engagement with the community stakeholders.

RISK ASSESSMENT:

Legal Risk – making video recordings publicly available online could result in lawsuits from members of the public if there is an actual or perceived defamation or privacy breach. This could result in lost finances from legal defines and potential losses from the suit itself.

First Nations Relationship Risk – while trustees and staff are still in the learning phase of how to communicate and work respectfully with the First Nations in the Trust region, there is greater risk that potentially offensive statements or comments are made during public meetings which will now be publicised on our website. This increases the risk that our relationship building with First Nations is impacted or slowed.

ALTERNATIVES CONSIDERED:

Option 1: Do not broadcast public meetings.
No additional costs or risks to Islands Trust above status quo. Lost communication and potential engagement opportunity.

Option 2: Publicly broadcast all Trust meetings (Trust Council, Council Committees, Local Trust Committees).
This options bears all the risks associated with broadcasting, and could cost up to $50,000 in hardware, software, and storage costs based on preliminary estimates. An increase in staff time will be associated with this option to deal with post-processing and posting of videos. The amount of time associated with these activities for each meeting is unknown.

Option 3: Publicly broadcast select meetings only.
This options bears all the risks associated with broadcasting, but allows for a trial of broadcasting which may provide additional insights as to the feasibility and benefit of this undertaking. The suggested meetings to trial would be select LTC meetings, for LTCs who have determined they are interested and willing to participate in this undertaking. Broadcasting LTC meetings would require less capital purchase than a trial of Committee or Trust Council meetings. If a trial of up to 5 LTCs is undertaken, a cost of approximately $7100 is expected.

CRITICAL SUCCESS FACTORS:

Appropriate hardware and software components to ensure quality recordings.
Adequate training for trustees and staff who would be responsible for equipment set up and take down at each meeting.
Appropriate meeting procedures and etiquette followed to ensure Islands Trust is represented in a professional manner.
Adequate staff resources to manage the extra work associated with the initiative.
Appropriate procedures and insurance coverage to mitigate legal risk.

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

Option 3: Publicly broadcast select meetings only.
It is suggested that select LTC meetings be broadcasted, for LTCs who express interest and resolve to participate.

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:
Estimated cost to trial the streaming of approximately a third of the LTC meetings is $7,100, which includes the purchase of a video camera and audio equipment, use of a private streaming service and leased storage space for content.
Qualitative Analysis:
If risks can be mitigated to a level acceptable to Trust Council, the cost of this trial run would not outweigh the benefits of increased communication with islanders and enhanced engagement and reach.

PURCHASING PROCEDURE:
ITQ for equipment purchase would be conducted.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Communications with staff and trustees participating in the recorded meetings would be paramount. Ensuring proper training is provided is also key. Communication with members of the public attending meetings would be a requirement, informing them of the filming and of the rights and responsibilities in light of such filming. Finding time in staff schedules to take on the extra work associated would be undertaken prior to beginning this work.

Julia Mobbs, Director, Administrative Services	November 6, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**Yes**
Business Case reviewed by management team or CAO?	**No**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  1. Funding for the request will not be included in the Draft budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Programs Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater,
Director, Trust Area Services

Business Area: Trust Area Services

Name of Request: Climate-Change-Focused Stewardship Education Program.

$15,000

Budget Source (select all that apply):

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

Date of Funding Request: October 17, 2019

Funding Required for (date range): Fiscal 2020/21

ISSUE/OPPORTUNITY:

The Islands Trust Council 2018-2022 Interim Strategic Plan includes the strategy: Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.

A climate-change-focused stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate change, and methods of being a good steward.

PROJECTED RESULTS/DELIVERABLES:

Provide educational programming and materials on topics to be determined by Trust Program Committee (TPC). Trust Programs Committee will develop a project charter(s) to guide the specifics of the stewardship education program after being presented with a range of options by staff.

Trust Programs Committee discussed that potential programming could include presentations/outreach to professional practitioners such as realtors, dock installers, surveyors, builders, heavy equipment operators, and/or other delivery methods/audiences.

RISK ASSESSMENT:

This project would require that sufficient staff time be available to deliver the initiative.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Do not allocate funds in 2020/21 and consider funding in future years.

CRITICAL SUCCESS FACTORS:

Sufficient staff time to administer and deliver the program.
Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.

RECOMMENDED OPTION:

That $15,000 be budgeted to develop and implement a climate-change-focused stewardship education program directed towards the public, industry and stakeholders in the Trust Area.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$15,000

Qualitative Analysis:
A climate-change-focused stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate change, and methods of being a good steward. Increased understand of the Islands Trust and rationale for the preserve and protect mandate could result in reduced bylaw infractions.

PURCHASING PROCEDURE:

Any purchases made will be made in accordance with Trust Council's Procurement Policy.

PROPOSED IMPLEMENTATION STRATEGY:

The implementation of this project will be determined by Trust Programs Committee via a project charter to be approved in May 2020. Work would be completed by March 31, 2021.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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.

Clare Frater / Director, Trust Area Services	October 17, 2019
Initiator Name and Title	**Date**
Trust Programs Committee	November 6, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Executive Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by:
Lisa Wilcox,
Senior Intergovernmental Policy Advisor

Business Area:
Trust Area Services

Name of Request:
Reconciliation Action Plan FY20/21

Total Budget Request: $17,550

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:**
Training and Reconciliation Initiatives

Date of Funding Request: October 1, 2019

Funding Required for (date range): April 1, 2020 to March 31, 2021

ISSUE/OPPORTUNITY:

The Islands Trust Area boundaries reside within Coast Salish territory. First Nations have a vital, long-standing and future-looking interest in the environment of their traditional territories and treaty lands. Indigenous People used and occupied the various islands located within the Islands Trust Area for all time and maintain rights and title over their treaty and traditional territories. First Nations have always maintained a holistic vision for their territories and treaty lands that encompass the Salish Sea. First Nations express concerns related to loss of access to resources, concerns about pressures on ecosystems, and opportunities and issues related to ecosystem recovery and sustainability.

Islands Trust Council passed a reconciliation declaration resolution. This declaration includes undertaking engagement and education within the community as part of a larger Canada-wide Reconciliation process. Reconciliation requires a fundamental re-imagining and reframing of the individual and collective relationships we hold with Indigenous and non-Indigenous people based upon our shared history - a process that will span multiple generations.

The first step in this process is a Reconciliation Action Plan.

The journey of reconciliation is one in which we commit to work within a context and framework that is inclusive, respectful, and humble. Realizing that for generations processes and policies have brought us to a place in which we recognize the damage, harm, and failure of division, racism, prejudice, and stereotypes, we strive to find ways of coming together. Reconciliation Action Plans are a way of setting the terms of reference for how we will move forward as an organization, and provide the support that is needed for individuals to do their best work.

The Reconciliation Action Plan (RAPlan) will be an evolving process and a living document that is fluid to the reality of First Nations, staff, Trustees, and communities of the Islands Trust Area. The purpose is to be present to the cultural, historical, and modern realities of Indigenous peoples and to build and nurture the places we call home, and the places we work.

This Islands Trust Reconciliation Action Plan is based on the following principles:

Islands Trust First Nations Engagement Principles Policy
Islands Trust Reconciliation Declaration
Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples (relevant Principles)
United Nations Declaration on the Rights of Indigenous Peoples (relevant Articles)
Truth and Reconciliation Commission: Calls to Action (relevant Calls to Action)

PROJECTED RESULTS/DELIVERABLES:

Total budget request for FY20/21 is $17,550. The breakdown of the budget request are shown against the relevant items from Trust Council's Reconciliation Action Plan. Only those items with a budget request for FY20/21 are shown below.

1. Education/Training - Cultural Competency, Cultural Safety – FY2020/21 Total Budget: $8,250		
Goal/Action Item	**Details**	**Budget Forecast**
1.1 One to One Dialogue Sessions	• On-going • Travel to regional offices and some LTC locations from time to time. • Mileage, travel costs. • Meeting expenses.	• $1,500
1.2 Facilitated Workshop	• On-going • Travel to each LTC location and possible travel to regional offices. • Mileage, travel costs. • Meeting expenses.	• $2,000
1.5 Learning about the Land – The importance of place.	• Travel cost for staff to attend at an LPS day or other scheduled meeting with Planning staff.	• $1,000
1.6 Speaker Series	• On-going • Cost for honorarium, travel costs, mileage, expenses.	• $1,500
1.7 Lunch & Learn Series	• On-going • Cost for snacks, or lunch.	• $200
1.8 Indigenous Learning Series	• On-going • Travel for staff or Trustees to attend at a site along with any facilitated activities.	• $1,250
1.9 New Employee Orientation	• On-going	• $300

	• Travel for SIPA to regional offices or locations for training. • Mileage, travel, expenses.	
1.11 Monthly Learning Series	• On-going	• $100
1.12 External Presentations/Education	• On-going • Travel costs, expenses for SIPA to location.	• $400
2. Standardization of Reconciliation Standing Resolutions - FY2020/21 Total Budget: $350		
3. Policy & Procedures – FY2020/21 Total Budget: $5,000		
Goal/Action Item	**Detail**	**Budget Forecast**
3. 1 Policy Statement and *Islands Trust Act*	• Ongoing • 2020-2022 • Meeting and engagement costs. • Travel and site visit costs. • Capacity funding from other Ministries.	• $4,000 Meeting and site visits. • $1,000 Travel etc.
4. Cultural, Naming & Recognition Work – FY2020/21 Total Budget: $150		
Goal/Action Item	**Detail**	**Budget Forecast**
4.1 Naming and Recognition	• From time to time travel to various locations to engage in dialogue on naming and recognition.	• $150
7. Cultural Working Group – FY2020/21 Total Budget: $3,800		
Goal/Action Item	**Detail**	**Budget Forecast**
7.1 Cultural Working Group formation	• Paddles – complete	• $300
7.2 Cultural Working Group Training	• Travel and mileage, expenses to locations and regional offices	• $2,500
7.3 Incident-based Liaison	• On-going	• $1,000

RISK ASSESSMENT:

Implementation of the Reconciliation Action Plan is not without risk. The success of implementation is dependent on the organizational acceptance to evaluate current policies and processes in juxtaposition to Reconciliation, as well, as an ability to embrace change management in an area that has not been clearly defined or outlined within Canadian society, government, or organizations.

ALTERNATIVES CONSIDERED:

Option 1: Limit development of reconciliation process to a specialized single staff member. Cost of implementation would be reduced to salary, travel expenses etc. This approach allows for implementation of some aspects of the Reconciliation Action Plan but limits cultural competency to one individual that retains most of the knowledge versus the dissemination of knowledge and skills to all staff.

Option 2: End initiatives at an organizational training level. Organizational training with cultural competency and cultural safety initiatives would allow for the dissemination of knowledge to most staff and trustees. However, without review of best practices and implementation of policy and process initiatives the Islands Trust will continue to work in the same way as an organization and may not be able to create the necessary relationships at a government-to-government level with First Nations to ensure that they are in line with Provincial and Federal reconciliation initiatives. This may ultimately lead to challenges to the jurisdictional relevance of the *Islands Trust Act* and organization as a whole.

Option 3: Do nothing. This may ultimately lead to possible litigation due to poor decision making and challenges to meaningful engagement, lack of ability to realize risks of decisions in relation to Aboriginal rights and title, treaty, and traditional territory factors.

CRITICAL SUCCESS FACTORS:

The intent and commitment of this Reconciliation Action Plan is a willingness to work in new ways and to take the time needed to implement reconciliation at an organizational level. Reporting should include demonstrated outcomes connected to UNDRIP Articles (relevant to Islands Trust), TRC Calls to Action (relevant to Islands Trust), adherence and understanding of the Draft Principles from the Province of BC, and relevant Calls to Justice from the National Inquiry into MMIWG. By 2022 staff and trustees should be able to articulate and understand reconciliation, rights and title, meaningful engagement processes and objectives, and express cultural competency and safety directives. Staff and trustees should be able to relate staff reporting and decision making to relevant principles of reconciliation and respectful First Nations relationships at a government-to-government level.

RECOMMENDED OPTION:

That $17,550 be budgeted to support the Reconciliation Action Plan.

Islands Trust bodies has a very important role to play in reconciliation as one of the few government bodies with a mandate to preserve and protect the area within which it governs. Reconciliation is a way forward together. Reconciliation recognizes and acknowledges the dignity and well-being of everyone, not just some, and provides methodology and processes that create paths of respect, partnership, and collaboration.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Financial costs maybe higher within the first 3 years of implementation and would be expected to reduce after that time. Implementation requires gap analysis of policies and processes and training time. These costs to implement new processes is cost heavy at the beginning and once in place only require monitoring and costs for meaningful engagement and site visits, gatherings in future. After year 2022 expected costs should be minimal and strictly dependent on initiatives to create meaningful engagement and community gatherings with First Nations.

Qualitative Analysis:

Benefits to the Islands Trust that are outside the financial scope include greater satisfaction among staff in the alignment of core values to values of stewardship, respect, purpose, and preservation. This leads to retention among staff who feel their core values align with the values of the organization.

Implementation of reconciliation aligns the work of the Islands Trust bodies with those of the Province of BC, and Federal government and the foundational principles of UNDRIP, TRC, and National Inquiry into MMIWG. It provides effective mechanisms for redress related to the history of the islands and Salish Sea area. This allows for direct skills based processes that guide staff and trustees in the work that they are undertaking in relation to land and water decisions. These processes lead to cost reductions overall due to less worry and ambiguity on how to fulfil their role, less concern about ability to work with Indigenous communities and governments, clearer and more developed ways of interacting both internally and externally with all participants and stakeholders.

PURCHASING PROCEDURE:

All funding will be implemented and deliverables outlined as per the Islands Trust policies and procedures.

PROPOSED IMPLEMENTATION STRATEGY:

The Reconciliation Action Plan roll-out is from April 2019-December 2022.

Phase One could be termed "learning who we are and where we come from". Phase One involves developing internal competencies and education to empower and develop staff and organizational knowledge and skills. Phase One recognizes the important requirement of UNDRIP and the TRC Calls to Action of learning about Indigenous history, residential schools, Indigenous land and laws. Phase One also begins the internal processes of reviewing current policies and processes in juxtaposition to reconciliation, TRC Calls to Action, UNDRIP, and the Draft Principles Province of BC. The goal is to ensure that all staff and the organization as a whole has a level of competency and cultural safety to understand elements of reconciliation, Indigenous rights and title, Indigenous law and protocol, and historically oppressive legislation, policies, and processes that lead to the necessity of the Truth and Reconciliation Commission work. Islands Trust, as a government entity, provides guidance and demonstrates best practices and principles as Canadian society reaches for meaningful reconciliation and recognition.

Phase One also ensures that the work required to reach a certain level of knowledge and understanding is not placed on Indigenous peoples. Hence, reviews and training will seek external resources at year two to ensure that the burden of education and awareness is not unduly placed on Indigenous people in year one. Phase One allows for determination and review in preparation of Phase Two implementation.

Phase Two is the implementation phase. With staff and the organization at a place of awareness after year one we reach out to begin the elements "gathering together to share knowledge and understanding". Staff and the organization as a whole will feel confident in understanding how to learn about First Nation core concerns, how those concerns are incorporated into the work we do and how we are supported in the work we do as an organization.

Phase Two will include the implementation of process and policies that meet the needs and engagement best practices of First Nations, and will see the development of cooperative process for Indigenous and non-Indigenous communities. The Islands Trust as an organization will in Phase Two build on the foundational work that has been undertaken toward reconciliation and will strive to build trust and demonstrate their commitment to the long-term relationships needed to facilitate reconciliation. Phase Two will see the development of procedures to support long-term reconciliation process through protocols, agreements, engagement processes, and change management.

Phase Two ensures that support to Local Trust Committees is facilitated to assist them in the work they endeavor. The principle will be to hear, advise, reflect and comment while building and developing the foundational work of the Islands Trust as a whole.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

First Nations are identified through the consultative area database (CAD) provided by the Provincial Government, as well as through the BC Treaty Commission stages 1-6 Statement of Intent and Final Agreements, as well as First Nations stated traditional territories and treaty areas. Interagency partnerships are identified through Ministry contacts and roles in relation to First Nation engagement. Note that the Islands Trust work focuses on land use decision making and preserving and protecting land and marine values versus programs and services so is specific to agencies that work within the land and water tenure and decision making structure of government-to-government discussion, policy, and initiatives. Islands Trust also represents constituents within the Islands Trust region, people of British Columbia, and Canada as a whole. Hence processes should be considerate of Indigenous, Métis, and Inuit People throughout British Columbia and Canada. Islands Trust also works with stakeholders, advocacy group, property owners, and other municipal, and regional governments.

Lisa Wilcox Senior Intergovernmental Policy Advisor	October 7, 2019
Initiator Name and Title	Date

Clare Frater
Director Trust Area Services

David Marlor
Director, Local Planning Services

Reviewed by: Name and Title	October 17, 2019 Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to EC/TPC approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater, Director, Trust Area Services	**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
Business Area: Trust Area Services	
Name of Request: Policy Statement Amendment Project $45,000 • $15,000 for Policy Statement Amendment Project • $30,000 for consideration of, and potential implementation of, next steps for amending the Policy Statement	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: _____ ■ **Other – please describe:** Legal Services
Date of Funding Request: October 17, 2019	**Funding Required for (date range):** Fiscal 2020/21

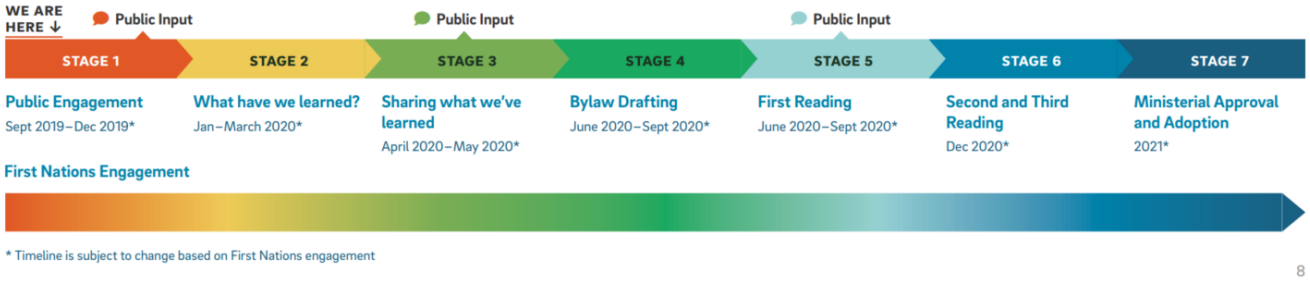
ISSUE/OPPORTUNITY:

Trust Council's Policy Statement Amendment Policy (1.2.i) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks.

The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to co-ordinate a review of the Introduction, Part I, Part II and Schedule 1 - Definitions sections and climate policies of the Policy Statement. The Executive Committee has adopted an engagement plan and project charter to guide the amendment process. In September 2019, Trust Council approved the interim 2018-2022 Strategic Plan with the strategy: Amend the Policy Statement introductory and definitions sections.

This work is underway, branded as Islands 2050. Staff anticipate that $15,000 will be needed in FY2020/21 for the Policy Statement Amendment Project for costs relating to engagement, referrals, legal review and

communications, including statutory advertising about the bylaw amendment. The Reconciliation Action Plan business case includes an additional $5,000 for First Nations engagement.



In March 2019, the Islands Trust Council, in conjunction with the climate change emergency declaration, resolved to add climate change mitigation, resilience, and adaptation policies to the Islands Trust Policy Statement amendment project.

On August 21, 2019, in response to a recommendation of the Executive Committee, the Trust Programs Committee amended its work program to include: "outline future phases of the Islands Trust Policy Statement engagement process". In September 2019, Trust Council approved the interim 2018-2022 Strategic Plan with the strategy: Determine if additional changes to the Policy Statement are desired by Trust Council.

In addition, in September 2019, Trust Council approved the interim 2018-2022 Strategic Plan with the strategy: Implement the high priority actions outlined in the *Affordable Housing in the Trust Area: Strategic Actions for Islands Trust* previously referred by Trust Council. The two high priority actions relating to the Policy Statement are:

- 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.
- 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.

As discussed by Trust Programs Committee on November 6, 2019, $30,000 is budgeted for FY2020/21 for consideration of, and pending confirmation by Trust Council, implementation of next steps for amending the Policy Statement.

PROJECTED RESULTS/DELIVERABLES:

4th Reading by Trust Council of an amended Policy Statement bylaw, and a plan for subsequent amendments.

RISK ASSESSMENT:

As noted in the project's engagement plan, due to the nature of this project and the number of First Nations and stakeholders involved, there is substantial risk that the project plan will need to be amended to respond to emerging issues, communication/engagement requests or other developments. Staff will maintain a focus on the big-picture (e.g. Reconciliation as an overarching priority) and will bring forward recommendations to Executive Committee and Trust Programs Committee for project amendments as needed.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount. This option is not recommended due to the extent of unknowns and risks associated with the project.

Option 2: Defer work on the project to FY21/22. This option is not recommended as the project is already underway with active public engagement.

CRITICAL SUCCESS FACTORS:

Successful adoption of an amended Policy Statement bylaw depends on shared understanding by Trustees, the Minister, First Nations, referral agencies, stakeholders and the public about the purpose and function of the Policy Statement and the rationale for any changes.

RECOMMENDED OPTION:

That $45,000 be budgeted for the Policy Statement Amendment Project and consideration of, and potential implementation of, next steps for amendment.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $15,000 for Policy Statement Amendment Project
- $15,000 for consideration of, and potential implementation of, next steps for amendment.

Qualitative Analysis:

Amending the Policy Statement will advance the Islands Trust Council's commitment to Reconciliation and to updating its foundation document.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

As per the adopted engagement plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management, communication and collaboration will be addressed via the strategies outlined in the project's engagement plan and as directed by Trust Programs Committee during its consideration of next steps.

Clare Frater / Director, Trust Area Services — **Initiator Name and Title**

November 7, 2019 — **Date**

Trust Programs Committee	November 6, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor

Business Area: Local Planning Committee

Name of Request:

Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council:

- Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws

$10,000

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: October 9, 2019

Funding Required for (date range):April 1 2020

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. Staff is recommending that this start in FY20/21 by undertaking work on model floor area ratio policy and regulations as a means of density measure for housing.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY20/21 is to cover costs associated with development of model policy and regulations. $5,000 is reserved for legal review of the draft. $5,000 is reserved for consultant/research 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 21: 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. Given the nuances of the Islands Trust and use of this too.

CRITICAL SUCCESS FACTORS:

Model bylaws with recommended policy and regulations by end of FY20/21.

RECOMMENDED OPTION:

That $10,000 be budgeted to develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$5,000 for legal review
$5,000 for consultant/research assistance
$10,000 total request.

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 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.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Local Planning Committee. Staff proposed that the work will be undertaken in-house using dedicated planning staff. This would require allocation of planner time to this project, and a budget of $5,000 for legal review, and $5,000 for consultant/research assistance. This work would involve review of existing bylaws, practices used in other areas, and recommendations on approaches to use floor area ratio for housing. This is to further affordable housing on the islands. A model bylaw would be presented to LPC.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

David Marlor / Director, Local Planning Services	October. 17th, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Programs Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater,
Director, Trust Area Services

Business Area: Trust Area Services

Name of Request: Secretariat Services

$12,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: October 17, 2019

Funding Required for (date range): Fiscal 2020/21

ISSUE/OPPORTUNITY:

The *Islands Trust Act* states that 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.

The Islands Trust Council 2018-2022 Interim Strategic Plan includes the strategy: Provide a secretariat role to forums within the Trust Area.

For the last two years, Trust Programs Committee has allocated up to $3,000 to minute taking for the Ocean Watch Task Force, a sub-group of the Howe Sound Community Forum, and has co-hosted three Baynes Sound/Lambert Channel Ecosystem Forums for $3,000- $6,000 per event.

The Islands Trust Council has requested staff to provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role for regional coordination processes. The requested

Funding would enable Trust Programs Committee to continue existing levels of support while staff complete the report.

PROJECTED RESULTS/DELIVERABLES:

Continued support to the Ocean Watch Task Force and the emerging coordination forum Baynes Sound/Lambert Channel.

RISK ASSESSMENT:

Continuing to offer secretariat support may raise expectations of ongoing support. Withdrawing support may hamper ongoing coordination efforts.

ALTERNATIVES CONSIDERED:

Option 1: Budget an increased funding amount.

Option 2: Budget a reduced funding amount.

Option 3: Do not budget funds in 2020/21 and consider funding in future years.

CRITICAL SUCCESS FACTORS:

Some staff time must be available to manage contractors and work with partners. There must also be available contractors/partners willing to take on the coordination/secretariat work.

RECOMMENDED OPTION:

That $12,000 be budgeted for secretariat services.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$12,000 budgeted to fund requests from groups for 2020/21 FY

Qualitative Analysis:
Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area be engaged and learn from these groups, which advocate on similar issues that are of interest to Islands Trust residents and Trustees. By supporting these local groups, it strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build relationships with members.

PURCHASING PROCEDURE:

Contractor(s) will be hired in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:
Trust Programs Committee will allocate funding upon request from Trust Council and coordination partnerships/groups. Staff will establish and monitor contracts.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Support for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff will promote the Islands Trust's contributions, as appropriate.

Clare Frater / Director, Trust Area Services	October 17, 2019
Initiator Name and Title	**Date**
Trust Programs Committee	November 6, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
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Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Executive Committee approval of its work program for FY20/21.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater, Director, Trust Area Services	**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:**
Business Area: Trust Area Services	
Name of Request: Exhibit at the 2020 Salish Sea Ecosystem Conference, Vancouver, BC and attendance of three trustees. $5,000	
Date of Funding Request: October 10, 2019	**Funding Required for (date range):** Fiscal 2020/21 – Commitment required in 2019/20

ISSUE/OPPORTUNITY: The Salish Sea Ecosystem Conference is held every two years, alternating venue locations between Seattle and Vancouver, BC. The theme for his year's meeting is "Shared Knowledge for the Future" with the aim to work towards strategies for recovery and management that integrate across cultures, disciplines, and boundaries to bring knowledge to action. Next year's conference will be held in Vancouver, April 20-22, 2020.

The purpose of the conference is to assemble scientists, First Nations, resource managers, community and business leaders, policy makers and educators to present the latest scientific research on the state of the ecosystem, and to guide future actions for protecting and restoring the Salish Sea ecosystem. The conference will feature plenary sessions with keynote speakers, oral presentations, poster presentations, workshops, and related off-program events.

The Salish Sea Ecosystem Conference is the largest and most comprehensive event of its kind in the region and presents an opportunity for Islands Trust to profile our work and contribute to the conference's success.

PROJECTED RESULTS/DELIVERABLES:

- To be an exhibitor of the conference for $675 – government rate (US$500).
- To send three trustees to attend the conference. Anticipated travel, registration, per diems, and hotel costs to be approximately $3,500 - $4,000.

RISK ASSESSMENT:

To get value from the exhibit at the conference, trustees and staff would need to be willing to take turns staffing the booth as was done in 2018. Staff participation will depend on staff being willing to use their annual training budget for this conference.

ALTERNATIVES CONSIDERED:

Option 1: Sponsor at the Bronze $3,300 (US$2,500) level (logo on conference website and signage) in addition to paying for an exhibit and three trustees) = ($8,000 approximate)

Option 2: Sponsor at the Bronze $3,300 (US$2,500) level in addition to paying for an exhibit and three trustees, and paying for five staff to attend, over and above usual training budgets ($5,000) = $13,000 approximate.

Option 3: Do not sponsor the event but send three trustees to attend ($3,500 - $4,000 approximate).

Option 4: Do not sponsor or provide additional funding for conference attendance. With local trust committee/Bowen Island Municipality approval, trustees could attend using their local trust committee/Bowen Island Municipality training budgets, and staff could attend using existing training budgets.

CRITICAL SUCCESS FACTORS:

Trustee and staff interest in attending the conference, and willingness to share what they learned.

RECOMMENDED OPTION:

That $5,000 be budgeted for an exhibit at the 2020 Salish Sea Ecosystem Conference and attendance of three trustees.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $675 Exhibit (US$500) and $225 for materials
- $3,500 -$4,000 to send three Trustees (approximate depending on travel location and menthod)
- $5,000 total request (approximate)

Qualitative Analysis:
Multiple stakeholders, government agency representatives, and community partners within the Trust Area will be present. Attendance at this conference is an opportunity to learn from the speakers and to meet others to could partners in preserving and protecting the Islands Trust Area.

PURCHASING PROCEDURE:

Trustee participation would be consistent with Policy 6.12.i on Trustee Training/Conference Attendance, and purchase of the exhibit space would be made according to Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

If Executive Committee and Financial Planning Committee support the recommendation staff will proceed with pre-booking exhibit space in November 2019. Executive Committee will develop a process for determining trustee involvement and will encourage trustees to register at the early registration rate that ends January 31, 2019.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION

Participation in the conference may support increased collaboration in the region. Staff will communicate and promote Islands Trust involvement in the conference.

Clare Frater / Director, Trust Area Services	October 17, 2019
Initiator Name and Title	**Date**
Executive Committee	October 30, 2019
Reviewed by: Name and Title	**Date**

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:

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Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Carmen Thiel

Business Area: Executive Office

Name of Request: Records Management Assistance

$5,500

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

■ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: 2019-10-16

Funding Required for (date range): FY20/21

ISSUE/OPPORTUNITY:

- All electronic documents from previous storage area networks (SAN) were moved into a new shared structure – as is. As a result, clean-up and several reorganization projects are required in some areas:
  - Ensuring all adopted LTC bylaws are moved to one category and all other bylaw records are correctly filed within in the structure;
  - Applying naming convention to subsets of documents such as agendas and minutes going back in time several decades;
  - Scanning old Trust Council agenda binders and saving records into SAN;
  - Culling draft, duplicate and transitory documents/versions and ensuring final versions are saved as pdfs in specific categories.
- Information Systems staff to develop an in-house data retention management system to manage those electronic records which are scheduled for destruction in accordance with the Trust Council approved records management system.

RISK ASSESSMENT:

ALTERNATIVES CONSIDERED:

Option 1: Status quo - Do nothing – leave records as is and file in correct categories & apply naming convention moving forward – risk is that records are not always filed where they should be which can become a time consuming search exercise. Leave the destruction of records as a more manual process – risk is that records which should be destroyed still exist in our system and are therefore subject to ongoing searches related to FOI requests, creating more work for staff.

Option 2: Only develop data retention management system and do not proceed with clean-up projects at this time.

Option 3: Leave the records clean-up and reorganization to records management staff to fit in as they can – risk is that records maintenance will not be done in a timely way by each work unit.

CRITICAL SUCCESS FACTORS:

Success factor is having the new SAN in optimal shape going in to the future with unnecessary records deleted and a tool for managing the destruction process.

RECOMMENDED OPTION:

That $5,500 be budgeted for Records Management Assistance as outlined in Issue/Opportunity section above.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Qualitative Analysis:

PURCHASING PROCEDURE:

$3,500: Direct Award to contractor(s) to complete clean-up/reorg projects.
$2,000: For Information Systems staff time to develop in-house data retention management system.

PROPOSED IMPLEMENTATION STRATEGY:

Timeline for completion – March 31, 2021.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Carmen Thiel	October 16, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

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Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Mark van Bakel	**Budget Source** (select all that apply):
Business Area: Information System	☐ **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
Name of Request: GIS Co-op Student $15,350	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ■ **Temporary** Temp Duration: **4 Months** ☐ **Other – please describe: _____**
Date of Funding Request: September 26, 2019	**Funding Required for (date range):** May – August 2020

ISSUE/OPPORTUNITY:

The IS Mapping Group currently operates with one fulltime GIS Technician, with support from the CAST and Senior Technical Analyst. Although a single dedicated GIS staff member has proven to be highly effective at maintaining the existing systems and data products used to meet the day-to-day mapping requirements of the organization, this past year has demonstrated that this staff resource is insufficient for overall system development and improvements. As the utilization of mapping products throughout the organization continues to expand we have seen an increase in overall service requests. The irony is upgrades and optimizations have the potential to free up more of the GIS Technicians time to work on overall improvements and efficiencies, which would reduce the overall number of service requests, and improve overall service quality.

Implementing changes/upgrades to Islands Trust GIS have been delayed a number of times over the course of the past year resulting in challenges associated with evolving datasets (i.e. Parcel Map BC) and systems (i.e. Portal for ArcGIS). Without these changes, we are at risk of limiting our Mapping services to subject property maps and mail out lists, rather than the full spectrum of spatial analysis and field collection capabilities.

To help free up more of the GIS Technician's time, and expand the number of manageable and attainable initiatives IS would benefit from additional staff resources. From the earliest implementation of GIS technology at the Islands Trust GIS Co-op Students have helped fill this staff resource gap. Given their well established and proven contributions already made to Mapping and Islands Trust, we are requesting that a single Co-op term be incorporated into the 2020/21 IS Budget.

PROJECTED RESULTS/DELIVERABLES:

The requested Co-op Student term would benefit service delivery for all departments within the Trust.

1. GIS Architecture and data improvements implemented.
2. Faster response time for routine service requests.
3. Greater resources and support for advanced GIS analysis.

In the past, the GIS Office has relied on Co-op students as a cost effective staffing solution, which has allowed the strategic pursuit of opportunities to improve core systems and data products. Without Co-op assistance, the day-to-day tasks of the GIS Technician run the risk of further delaying improvement initiatives.

RISK ASSESSMENT:
No risks identified.

ALTERNATIVES CONSIDERED:

Option 1: Not approve Co-op position, which may result in fewer GIS infrastructure improvements and service delivery delays.

Option 2: Hire As-and-When staff member. An IS9 grid level 4 month hire is comparable in cost to Co-op position, but may result in more out of region applicants and second cut hires, with first cut hires likely going to full time positions.

Option: 3: Hire external contractor for specific project work. Although these hires are available whenever needed, they are far more expensive than either Co-op or IS9 hires.

CRITICAL SUCCESS FACTORS:
No risks identified.

RECOMMENDED OPTION:

That $ $15,350 be budgeted for a GIS co-op position.

In the past, this position has proven to support existing staff, expand capacity for GIS infrastructure improvements, and has the potential to improve mapping service request response times.

This position is relatively inexpensive compared to other options and has the added benefit of brining in fresh and new skills which are increasingly important in the IS space.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
In addition to expanding the capacity for upgrades and improvements to the Islands Trust GIS infrastructure, Co-op Students also bring fresh, innovative ideas and enthusiasm to the workplace and business practices. In a profession where advancements in technology are a given, students deliver directly to our desks the latest software and hardware solutions training. By working closely with our full-time Technician they provide a level of one on one training and collaborative problem solving which cannot be achieved through industry training programs alone.

Qualitative Analysis:
- $12,473 + 24.8% for benefits expense = $15,641 for the term.
- Significantly less expensive and more flexible than a fulltime employee
- Workstation and associated hardware in place (supporting previous terms)

PURCHASING PROCEDURE:

Hiring conducted via standard PSA hiring practices in conjunction with post-secondary school co-op offices.

PROPOSED IMPLEMENTATION STRATEGY:

- Hiring process initiated January 2020
- Interviews initiated once budget passes
- Candidate selected and work to commence beginning of May 2020
- Term complete end of August 2020

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

None.

Mark Van Bakel, Information Services Manager	September 30, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO** **___ YES _X_ NO**

Business Case reviewed by management team or CAO?	

Next steps:

- If approved-in-concept by management:
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Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Stefan Cermak, Regional Planning Manager, Salt Spring Office

Business Area: LPS.

Name of Request: Replace a Planner 1 position with a new Planner 2 position on the Salt Spring team.

$11,994

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

■ **New Staff Resources** (see Staff Costing Tool)
- ■ **Permanent**
- **Temporary**
  - Temp Duration: _____

☐ **Other – please describe: _____**

Date of Funding Request: September 26, 2019

Funding Required for (date range): April 1, 2020

ISSUE/OPPORTUNITY:

The Salt Spring Island Office team has four full-time planners: 2 Island Planners, and 2 Planner 1s. Staff request that a permanent Planner 1 position be replaced with a permanent Planner 2 position (Table 1).

Table 1 Planners in the Salt Spring Island Office

Current	Proposed
Island Planner	Island Planner
Island Planner	Island Planner
Planner 1	Planner 2
Planner 1	Planner 1

Permanently replacing the Planner 1 position with a Planner 2 would permit management to allocate more resources to projects that achieve strategic priorities such as protecting the coastal Douglas-Fir ecosystem,

developing freshwater management strategies, increasing the availability of affordable housing and implementing climate change mitigation and adaptation policies.

It would also allow better allocation of resources to manage the growing complexity of applications caused by issues such as provincial downloading of responsibilities and growing demand for coordination and servicing agreements for community services - especially in the Ganges area.

The replacement of a Planner 1 for a Planner 2 on Salt Spring Island compliments recommendations in the Local Planning Services (LPS) review. The LPS review proposes to create a new Planning Technician to manage the more routine work of a Planner 1. The volume of such work on Salt Spring Island is significant. However, if successfully implemented, this would allow more time to dedicate a Planner 2 to process moderately complex applications and projects.

As well, the LPS Review identifies implementation of 'developmental positions' by which staff can advance to senior positions. Creating an intermediate Planner position creates a new opportunity for planners seeking to work out of the Salt Spring office. It is worth noting that resolution to Salt Spring staffing issues over the last decade has largely come from the advancement of Islands Trust student planners to junior planners, to intermediate planners, to senior planning and even on to junior management positions.

PROJECTED RESULTS/DELIVERABLES:

Permanently replacing the Planner 1 position with a Planner 2 position will allow increased allocation of planning services to achieve Trust Council and SSI LTC strategic priorities and to implement the LPS review.

RISK ASSESSMENT:
Unsuccessful recruitment of a Planner 2. Highly unlikely.

ALTERNATIVES CONSIDERED:

Option 1: Status quo. Not approve funding. The impact of this decision is to limit implementation of strategic priorities and the LPS Review (including lack of a critical development position).

CRITICAL SUCCESS FACTORS:

Efficient delivery of planning services. Ability to address strategic priorities. Ability to implement LPS review.

RECOMMENDED OPTION:

That $11,994 be budgeted to permanently replace a Planner 1 position with a Planner 2 position in the Salt Spring team.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
Costs would be minimal $11,994, depending on who the successful candidate is. Several internal staff are qualified to fulfil role.

Qualitative Analysis:
Permanently replacing the Planner 1 position with a Planner 2 positions will allow increased allocation of planning services to achieve Trust Council and SSI LTC strategic priorities and to implement the LPS review.

PURCHASING PROCEDURE:

Internal posting for expressions of interest or similar procedure.

PROPOSED IMPLEMENTATION STRATEGY:

Post the opportunity as soon as approved. It would take approximately 2-3 weeks to award the position if internally posted.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
None.

Stefan Cermak, Regional Planning Manager	September 26, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

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Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:

David Marlor
Director of Local Planning Services

Business Area: Local Planning Services

Name of Request: Permanent Planning Technician

$54,968 for the first year, prorated for 10 months
$63,202 for subsequent years

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

■ **New Staff Resources** (see Staff Costing Tool)
- ■ **Permanent**
- **Temporary**
  Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: September 9, 2019

Funding Required for (date range): April 1, 2020

ISSUE/OPPORTUNITY:

The 2018 Local Planning Services review has identified a need for a full-time FTE lower than a Planner 1, to undertake routine current planning referrals for all local trust committees. This position would support the structural changes proposed for LPS, and improve efficiency of service delivery.

Remove need for Island Planners (Senior Planners) to undertake routine planning referrals. The position will provide needed technical support to further the objective of re-organising Local Planning Services to better deliver on Trust Council's Strategic Plan and provide efficient planning services to local trust committees.

Currently, Island Planners, Planner 2's and Planner1's are undertaking work on behalf of local trust committee. Current planning by nature of a paid application takes up the majority of planner time, with the remainder being used for enquiries, preparing for and attending local trust committees and local trust committee projects. Time for proactive planning projects is often consumed by the demands of current planning. As a result the 20 official community plans and 20 land use bylaws across the trust area are not being systematically updated.

Many issues have been identified that could be undertaken regional, using one planner or team of planners to do similar types of work for several local trust areas at the same time. Most regional planning work is undertaken under the Local Planning Committee. Currently, about 15% of one Island Planner is assigned to the Local Planning Committee. The Local Planning Services Review 2018 identified that a full time Island Planner should be assigned to the Local Planning Committee to increase staff capacity to further the Islands Trust mandate and and Trust Council's Strategic Plan.

The Local Planning Services Review 2018 also recommends creating a long range project planning team and a current planning team. The purpose of this is to protect planner time for proactive planning work on official community plans, and regional issues, and dedicated planners allocated to application processing. This work would also be undertaken regionally, with planners working on multiple islands in a team environment.

The Planning Technician position is key in freeing resources to relaise the changes described above.

Position for 2020 would be funded for 10 months (June 1, 2020 to March 31, 2021) and then funded for 12 months per year after that.

PROJECTED RESULTS/DELIVERABLES:

Allow senior planners to focus their time on planning analysis and recommendations. Having a Planning Technician undertake all building permit referrals, siting and use permit referrals and other similar referrals will improve efficiency and consistency in responses. The Planning Technician is key in freeing up senior planner time to better serve Trust Council and local trust committees.

RISK ASSESSMENT:

Risks include PSA yielding an appropriate classification to attract the skillsets needed for this position. Start-up will require orientation and training. Other risks are negligible.

ALTERNATIVES CONSIDERED:

Not approve funding – anticipated result is reduction in efficiency expected from LPS reorganisation. Without the Planning Technician position, reallocation of planning staff to undertake regional planning initiatives to support the Trust Council Strategic Plan and further the mandate would either not be possible, or would require reduction in planner assignments to local trust committees. This would result in either LPC work being delayed, or using consultants through annual budget requests to undertake the work of LPC.

CRITICAL SUCCESS FACTORS:

Improved efficiency in processing applications, reduced administrative work for Island Planners, more time protected for proactive planning work for local trust committees and for the Local Planning Committee. Improved efficiency of operations.

RECOMMENDED OPTION:

That $54,968 be budgeted to fund a permanent Planning Technician position.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Annual Salary: $40,365*
Annual benefits $12,303*
Desktop Computer (one time): $1,100
Training: $1,200
Total: $54,968*

*pro-rated for 10 months beginning July 1, 2020 to March 31, 2021. Subsequent years would be $63,202 plus BCGEU increases.

Qualitative Analysis:
Centralised processing of building permits, referrals and siting and use permits will improve efficiency, and improve ability of planners to use their planning skills more appropriately. Position can be located in any of the three offices. Costs include computer and desk space requirements, and orientation and initial training in Islands Trust systems.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

PROPOSED IMPLEMENTATION STRATEGY:

Post the opportunity as soon as approved for implementation on or as soon after April 1, 2020 as possible.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management includes working with LPS and management staff on implementation of the LPS reorganisation and incorporation of this position into LPS.

David Marlor, Director, Local Planning Services	October 10, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:

David Marlor
Director of Local Planning Services

Business Area: Local Planning Services

Name of Request:

Permanent Senior Freshwater Specialist

$103,789

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request: September 9, 2019

Funding Required for (date range): April 1, 2020

ISSUE/OPPORTUNITY:

Provision of freshwater is one of the limitations on use and density in the Islands Trust Area, given that the Island Trust Policy Statement requires islands to be self-sufficient in relation to water supply. The organisation has identified a need for a strategic approach to understanding freshwater on the islands.

In 2017 Trust Council approved funding for a Temporary Freshwater Specialist beginning in June 2017, and extended it twice, currently ending on March 31, 2020.

The position has provided extensive additional value in the area of research into freshwater (groundwater and surface water) in the Trust Area, providing public outreach and education on freshwater issues in the Trust Area, providing a link to other provincial agencies dealing with freshwater issues, undertaking review and providing advice on freshwater issues, project managing a pilot well monitoring program on Salt Spring island with a view to scaling for other islands in the future, and providing general scientific advice to staff on freshwater in planning matters.

Since July 2017 the position has undertaken the following projects:

1. Developed the Southern Gulf Islands Groundwater Sustainability Strategy Project
2. Support to Salt Spring Island Watershed Management Project (SWIPPA)
3. Local Planning Services support for water authorizations, riparian area regulations, re-zoning applications, subdivision applications, public inquiries, LTC top priorities, and outreach
4. Islands Trust representative on Regional District of Nanaimo Drinking Water and Watershed Protection Program
5. Islands Trust representative on Regional District of Cowichan Valley Drinking Water and Watershed Protection Program
6. External member of the Ministry of Environment Saltwater Intrusion Risk Mapping project
7. Review of contaminated aquifer processes
8. Review of DL696 (Keats Island) hydrological assessment report
9. Review of the Hornby Island Water Plan
10. Attendance and participation at over two dozen freshwater focused workshops
11. Organised and facilitated a Freshwater Forum
12. Completed three minute videos on freshwater in the Islands Trust Area.
13. Working with Ministry to implement Water Sustainability Act in the Islands Trust Area
14. Well monitoring program on Salt Spring Island
15. Islands Trust representative at technical conferences
16. Committed to increasing technical and scientific literacy in the organization and the Islands Trust Area in general

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its understanding and approach to dealing with freshwater issues. While the position has freed some planning resources by taking on project management functions for the Salt Spring well monitoring project, the benefits from the position are more in the value added by providing the scientific background and research to support planners, local trust committees and Trust Council (in relation to advocacy advice).

The Local Planning Services Review envisions a scientific position focussed on freshwater sustainability

PROJECTED RESULTS/DELIVERABLES:

Funding will allow us to continue the Senior Freshwater Specialist on a permanent basis. This position would be key in delivering research and managing inter-disciplinary projects on freshwater in the Islands Trust Area.

RISK ASSESSMENT:

As a stand-alone scientific position in the organisation, there is a risk that the officer's positions may be challenged, or lack peer review. This can be mitigated by developing internal processes for peer review.

ALTERNATIVES CONSIDERED:

1. Approve funding less than requested. This would result in less hours being available and less deliverables completed.
2. Approve funding for the 2020/21 Fiscal Year only. This would limit the long term ability to strategically plan and deliver on freshwater issues in the Trust Area.

3. Not fund the position. This may result in loss of scientific expertise in freshwater, or ending the program.

CRITICAL SUCCESS FACTORS:

Successful completion of the salt spring well monitoring program, with recommendations for scaling to other islands; improved resources for planners on freshwater issues; improved knowledge of freshwater for island residents; and solid basis for advocacy for freshwater issues. On-going support and advice, coordinated with other jurisdictions, and harmonisation of freshwater related approvals.

RECOMMENDED OPTION:

That $103,789 be budgeted to fund a permanent Senior Freshwater Specialist.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Annual Salary: $75,675
Annual benefits: $17,964
Travel: $7,600
Mobile Phone: $650
Training: $1,900
Total: $103,789

Qualitative Analysis:

As a scientific position, ability to peer review work has been identified as crucial to the success of the position. This may take the form of contracted peer reviews (for which funding is already available), to a panel or committee that may require additional costs. At this time staff is recommending the former option of contracted peer review on as-need basis using existing funding.

PURCHASING PROCEDURE:

Internal posting for expressions of interest or similar procedure.

PROPOSED IMPLEMENTATION STRATEGY:

Post the opportunity as soon as approved for implementation on or as soon after April 1, 2020 as possible.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
None.

David Marlor, Director, Local Planning Services — Initiator Name and Title

October 10, 2019 — Date

Reviewed by: Name and Title

Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Islands Trust Conservancy Board	**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:** _____
Business Area: Islands Trust Conservancy	
Name of Request: Covenant Management and Outreach Specialist (Permanent) $84,754	
Date of Funding Request: October 1, 2019	**Funding Required for (date range):** April 1, 2020

ISSUE/OPPORTUNITY:

The Issue

Land conservation and stewardship is central to the object of the Islands Trust and is the core work of the Islands Trust Conservancy (ITC). As required by the *Islands Trust Act*, the Minister of Municipal Affairs and Housing approves an ITC Five-year Plan. The ITC also works strategically to implement a Trust Council endorsed Regional Conservation Plan. According to the ITC's approved goals and objectives, the ITC continues to increase the amount of managed conservation lands. The ITC currently manages 106 properties and, on average, takes on approximately three new properties each year as nature reserves or conservation covenants. All ITC nature reserves come with the responsibility of ongoing management planning and implementation of management plan recommendations. Continuing to responsibly manage lands, including covenants, in the context of the Islands Trust and ITC commitments to Reconciliation, First Nations engagement and climate change mitigation and adaptation requires increased property management resources. The ITC passed the following resolution at its October meeting to request an additional staff position to support these needs:

ITC-2019-035

It was MOVED and SECONDED,
that the Islands Trust Conservancy Board recommend to the Islands Trust Council that the 2019-2020 budget include funding for a permanent Covenant Management and Outreach Specialist position.

Reconciliation and First Nations

The ITC commitment to First Nations engagement is expressed in both the Five-Year Plan and the Regional Conservation Plan and supports the Trust Council and the ITC Reconciliation Declarations. The ITC is committed to the protection and preservation of the islands through processes that honour Reconciliation and mutually respectful relationships with Indigenous Peoples and recognizes the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples. Collaborative land management of conservation areas with First Nations is a pathway towards Reconciliation.

Climate Change

The Islands Trust has declared a Climate Change Emergency. Forest protection is important for climate change mitigation. In the Islands Trust Area, where there is 82% more standing carbon and 43% higher carbon sequestration potential than in the other areas of the Coastal Douglas-fir Biogeoclimatic Zone, there are significant opportunities to properly manage forests that both sequester and store large amounts of carbon for the urban centres located within the Georgia Basin – Puget Sound Airshed. Proper management of conservation areas is a key strategy to address climate change and includes needs for fire risk management, adaptation to sea level rise and planning for shifting ecosystems.

The Opportunity

The Islands Trust and Islands Trust Conservancy have an opportunity to continue to grow important nature conservation work to meet the object of the Islands Trust, contribute significantly to climate change adaptation and mitigation and provide a pathway to Reconciliation with First Nations. This opportunity is supported by providing the ITC with the key staff positions it requires to responsibly manage and steward nature reserves and covenants.

PROJECTED RESULTS/DELIVERABLES:

The creation of a permanent Covenant Management and Outreach Specialist position will result in:

1) Improved relationships with landowners as ITC staff will have more regular contact with covenant landowners, resulting in fewer covenant breaches and trespasses;
2) Reliable delivery of property management obligations, such as habitat restoration (including tree planting), invasive plant removal, care for species and ecosystems at risk, ecological monitoring where needed, and visitation management (e.g. trails and signage);
3) Increased staff time available for the Property Management Specialist to build and maintain relationships with First Nations and work on projects of mutual interest within Nature Reserves;
4) Increased resources for climate change mitigation and adaptation planning and implementation (e.g. management of fire risk, impacts of sea level rise, etc). The new position will take on the responsibilities of covenant management, including trespass and breach investigation, and will support new outreach programs. The existing Property Management Specialist position will be directed to focus on nature reserve management, including development of Property Management Plans, relationship building with First Nations, climate change planning and more active, on-the-ground property management, including invasive species management, ecological restoration, recreation management and species surveys.
5) A landowner outreach function within the Islands Trust and ITC, providing more focussed contact with landowners about land conservation. It is anticipated that this will result in increased and better quality land donation and better stewardship of private lands.

These results will be accomplished by:

1) Providing an additional staff position focussed on covenants and outreach; and
2) Increasing the time available to the existing Property Management Specialist for important work such as building relationships with First Nations and building strategies to address climate change impacts on ITC properties.

RISK ASSESSMENT:

The ITC and Islands Trust are obligated to manage safety risks on ITC Nature Reserves and to enforce against trespass and covenant breaches. As ITC-managed lands increase, risk of breach, trespass and accident increase and costs associated with monitoring and managing these risks go up. If property management budgets and staff do not increase, it becomes harder to manage these risks. Without an increase to both staff levels and budgets, the ITC and Islands Trust are exposed to higher financial risk due to the potential for insurance claims and litigation associated with trespass and covenant breach.

Additionally, when budgets for staff and property management remain static, the need to focus resources on essential needs such as human safety (e.g. trees leaning over trails and houses) and covenant/nature reserve monitoring begin to eclipse care for ecosystems and species, which is the core purpose of land conservation, and planning for climate change impacts becomes negligible. Also, without additional resources, the ITC will be challenged to build relationships with First Nations. Working with First Nations to care for land is an important pathway towards Reconciliation.

ALTERNATIVES CONSIDERED:

At its October 1, 2019 meeting the ITC Board considered three alternatives prior to deciding on its request for a full-time, permanent Covenant Management and Outreach Specialist position.

1. Continuing the Covenant Management and Outreach Specialist position on a temporary basis

   Financial implications: increase of $85,569 to ITC staff budget.

   Benefits: No commitment to ongoing budget increase; increased time to evaluate the benefits of increased staff levels.

   Weaknesses: Maintains a high level of uncertainty for the ITC in its property management program making it difficult to create work plans and redefine roles of existing staff.

2. Seasonal covenant management position (no outreach)

   Financial implications: increase of $45,693 to ITC staff budget.

   Benefits: more moderate impact to budget; addresses anticipated increase in property monitoring and required, ongoing revisions to management plans, also provides added staff presence in the islands.

   Weaknesses: provides less staff presence on islands than a full-time position, provides no time for First Nations engagement, or strategic planning for impacts of climate change, and no outreach capacity will be added. Also, because of seasonal nature of position continuity of staff is a concern.

3. Using a contractor model for land management and monitoring (no outreach)

   Financial implications: increase of $45,000 to Property Management base budget resulting in property management budget of $110,000.

Item (all contracted)	Cost
Property Monitoring	$37,000
Management Planning and Archaeological Reviews	$31,000
Initial investigations of waiver requests, breeches and trespasses	$ 6,000
Other Management: • Invasive species management • Species and ecosystems at risk management • Visitor management (e.g. trails & signage) • Habitat restoration • Climate change planning and mitigation	$36,000 - $68,000*
TOTAL	$110,000 - $140,000*

**Staff have used the lesser budget amount for budgeting purposes, but are providing the costing for a full management program for information.*

Benefits: less impact to budget; addresses anticipated increase in property monitoring and required, ongoing revisions to management plans.

Weaknesses: provides limited staff presence on islands, provides no time for First Nations engagement or strategic planning for impacts of climate change; current Property Management Specialist capacity is stretched to develop and implement the number of contracts required to responsibly manage current ITC land holdings and increase to this budget may not be implementable because of staff limitations; no outreach capacity will be added.

CRITICAL SUCCESS FACTORS:

Creation of a permanent Covenant Management and Outreach Specialist position will free up time for the ITC Property Management Specialist to focus on First Nations engagement and climate change issues. This added time is critical to meeting the ITC's needs for First Nations engagement and to implementing the ITC's Reconciliation Declaration. It is also a critical component to the continued commitment of the ITC to conserve and manage lands in a time of climate change including meeting needs for fire risk management, adaptation to sea level rise and planning for shifting ecosystems.

Continuation of the Covenant Management and Outreach Specialist position is critical to relationship building and outreach with landowners which has the anticipated result of better land stewardship and fewer covenant breaches and trespasses. The new position will also ensure a successful transition of the Islands Trust Conservancy monitoring program from a contracted program. A smooth handover has taken place between the outgoing property monitoring contractors and ITC staff, mitigating the risk of damaging landowner and partner relationships.

RECOMMENDED OPTION:

Approve the Covenant Management and Outreach Specialist position as permanent. The increase in lands managed by the Islands Trust Conservancy added to the intent to conserve more lands, in an increasingly complex property management landscape, requires additional staff resources.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The 2020-2021 cost is $85,569, including anticipated overtime for fieldwork, travel, training and equipment for a full-time, permanent position.

Summary for Business Case Insertion			
Salary + Benefits*	$	78,954	*Ongoing fiscal year cost*
Travel	$	4,400	*Ongoing fiscal year cost*
Cell Phone	$	650	*Ongoing fiscal year cost*
Computer - Laptop	$	-	*One-time expense*
Computer - Desktop	$	-	*One-time expense*
Training	$	750	*Ongoing fiscal year cost (may decrease over time)*
Overtime	$		
TOTAL COST OF NEW POSITION in 1st year	**$**	**84,754**	
	*includes anticipated overtime of $3,210		
Total one-time expenses	**$**	**-**	
Total yearly expenses	$	84,754	

Qualitative Analysis:
Making covenant monitoring a staff function will increase opportunities to develop and strengthen the ITC's relationships with its landowners. Adding a staff member who can also do landowner outreach will increase the ITC presence on islands and will increase the likelihood of developing relationships that may lead to added land conservation and reduced incidences of covenant breach and trespass. Removing covenant management from the duties of the Property Management Specialist will free up time for this position to focus on First Nations engagement and First Nations involvement in ITC property management. It will also allow the Property Management Specialist to develop strategies to mitigate and adapt to climate change on ITC managed lands.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

PROPOSED IMPLEMENTATION STRATEGY:

ITC has already drafted the job description and hired for the position. Should the Covenant Management and Outreach Specialist position become permanent, the ITC will recruit a permanent staff member as per the Islands Trust recruitment policy. It is anticipated that this could occur very quickly upon budget approval. If the position is made permanent, ITC staff will review the Property Management Specialist and Ecosystem Protection Specialist job descriptions and adjust them to reflect the reallocation of some existing duties. This review is not expected to result in a change to other position classifications.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

For the 2019-2020 fiscal year, the ITC requested a temporary, auxiliary Covenant Management and Outreach Specialist to allow management staff to evaluate the effectiveness of increasing the ITC staff levels and to manage change within the ITC unit. This gradual integration of a new position also allowed management staff

to begin conversations with other staff regarding their shift in job duties. Existing staff have been consulted as stakeholders and their input has been considered in the request to make the position permanent.

The overlap of the Covenant Management and Outreach Specialist with a reduced monitoring contract with the retiring ITC property monitors allowed for an effective transfer of knowledge to ITC staff. The trial currently underway has been beneficial to change management allowing staff to introduce the new role gently to covenant landowners and to build an internal system for covenant monitoring.

All new staff are provided with orientation and training to help manage their integration into the Islands Trust and the Islands Trust Conservancy.

Islands Trust Conservancy Board	October 1, 2019
Initiator Name and Title	Date
Clare Frater	October 17, 2019
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**_X_ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES _X_ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:

David Marlor
Director of Local Planning Services

Business Area: Local Planning Services

Name of Request:
Reallocation of Grants Administration role to new position

Budget impact: $nil

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

☐ **Other – please describe:** _____

Date of Funding Request:
No new funding required

Funding Required for (date range):
No new funding required

ISSUE/OPPORTUNITY:

The 2018 Local Planning Services review has identified a need for a further support to local trust committees on non-planning related issues, such as local advocacy that was not taken on by the Executive Committee. This work needs to be undertaken in a coordinated way with Trust Area Services to ensure local advocacy is consistent and complimentary to Trust Council's advocacy program. In the review, planners indicated that a portion of their time was being taken up by writing advocacy letters on behalf of local trust committees.

The Grants Manager position was conceived as a two-day a week position that would manage all grant applications, from keeping an inventory of grant opportunities, to writing and monitoring grants. In reality, grants for strictly planning purposes are few, with most grants being for built infrastructure. Further, grant opportunities rarely lined up with local planning objectives and most often required matching funds from the local government. As a result in the past six years, the following grants have been administered at the Islands Trust:

Fiscal Year	Grants Applied For	Grants Awarded	Grants Accepted by Trust
FY2014/15	$402,557	$402,557	$402,557
FY2015/16	$121,275	$6,037	$1,762
FY2016/17	$11,815	$11,815	$9,465
FY2017/18	$42,730	$40,869	$35,744
FY2018/19	$17,681	$16305	$12,105
FY2019/20**	$2,978	$2,851	$2,851

** as of date of this report.

During the development of the Programs Coordinator position reporting to the Director of Trust Area Services, the intention was always to include grants administration into that role. As such the job description and the expectation of that role is to take on the administration of grants. This better aligns the grants administration with the volume and nature of grants, and allows grants that are not only related to local planning to be considered (such as grants that would benefit trust-wide services).

This transfers frees two-days a week position that is being transitioned into the new roles of providing local planning committee advocacy support. Structurally, the position will report to the Director of Trust Area Services but will continue to undertake work for local planning services and be funded through local planning services.

The job title and description for the position will be rewritten, with the intention to retain the current classification.

PROJECTED RESULTS/DELIVERABLES:

The result is a better alignment of resources to the work requirements of local trust committees. The job profile for the position will be amended to reflect the changes.

RISK ASSESSMENT:

Risk that the Public Service Agency classification consideration of the new role may not be favourable.

ALTERNATIVES CONSIDERED:

During the LPS 2018 review staff considered how best to address the concern of low grant activity and lack of non-planning support resources to local trust committees. Staff considered increasing staff to provide support to local planning committees. This option would have increased capacity and costs.

CRITICAL SUCCESS FACTORS:

Removal of non-planning related activities from planners workload, coordinated timely responses to local trust committee advocacy issues, and improved resources and flexibility for the Trust Area Services policy analysist and advocacy roles.

RECOMMENDED OPTION:

n/a – this business case is for information.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

No change in costs but increased productivity with better aligned resources.

Qualitative Analysis:

The change realigns staff resources with demand, frees up planners to undertake planning work and improves communication and collaboration between Trust Area Services and Local Planning Services.

PURCHASING PROCEDURE:

If PSA determines this to be a brand new position and not a reclassification of an existing position (if they are too dissimilar from one another), a competition will need to be completed. Internal competitions are efficient and would result in a qualified candidate.

If deemed a reclassification and not a new position, no hiring competition required.

PROPOSED IMPLEMENTATION STRATEGY:

The incumbent is currently undertaking the new role gradually. Grants will be handed off to Programs Coordinator before end of Fiscal year 2019/20. Job Profile will be updated and submitted for classification with intent to retain current classification (Grid 21).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management includes working with LPS and management staff on implementation of the LPS reorganisation and incorporation of these changes in Local Planning Services and Trust Area Services.

David Marlor, Director, Local Planning Services	November 7, 2019
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**__ YES ___ NO n/a – for information**
Business Case reviewed by management team or CAO?	**_X__ YES __ NO**
Next steps: o n/a - For information.	

Local Planning Services
REPORT
September to November 2019

Date: 14/11/2019

General Comments
Local Planning Services staff has continued working in collaboration with Trust Area Services staff on the public engagement phase of the Islands 2050 project (Islands Trust Policy Statement Review). This work has involved developing and reviewing public information to support the events, and planning and assisting with logistics for scheduling and staffing the events.

On October 16, 2019, Local Planning Services staff were joined by two Islands Trust Conservancy staff and the new planner for Bowen Island Municipality for a LPS Professional Development Day. This day was spent with a talk by Dave Polster, a professional R.P.Bio. on natural ways to restore waterfront banks. The approach is different to Green Shores in that it does not involve replanting, but instead creating the conditions for natural revegetation. We undertook two informative site visits – one of the marine foreshore and the other a freshwater shoreline.

In the next three months, the focus for the Director of Local Planning Services will be on implementation of the Local Planning Services 2018 Review recommendations in conjunction with the implementation of Trust Council's 2018-2022 Strategic Plan, and continued development of budget requests and business cases for the 2020/21 Fiscal Year. Local Planning Services will continue to collaborate with Trust Area Services in the delivery of the public engagement phase of the Islands 2050 project. Planning staff will be in attendance at Islands 2050 events on the islands and ferries over the coming months.

Official Community Plan/Land Use Bylaw Review Status
The following official community plans are under review:

- Lasqueti Official Community Plan / Land Use Bylaw Review project has been initiated. The Lasqueti Island Local Trust Committee is continuing with community engagement.
- Gambier Official Community Plan Review is on hold pending completion of the Gambier Island *Riparian Areas Regulation* Implementation project.

Policy Planning
Policy planning includes all of the proactive planning work being undertaken by the local trust committees and Local Planning Committee.

The Local Planning Committee has reviewed a draft report of a fee strategy and has asked staff to revise the application servicing policies to update them, remove redundancies and add a model fee bylaw and model development approval information bylaw. This work is expected to be completed by March 2020. Further work of the Local Planning Committee will be based on the upcoming Strategic Plan.

Throughout the 13 local trust committees, there are 42 top priorities. These are listed in detail on the Top Priorities Chart in the Trust Council Agenda.

Current Planning
Current planning includes processing of all of the applications and referrals received by local trust committees. Since September 1, 2019, to the date of this report, we have received 78 new applications (108 last quarter), 48 of which are building permits, Crown land or other such referrals (78 last quarter). Staff received two new rezoning applications, 10 development permit applications, six Temporary Use Permit applications, three subdivision applications and one Board of Variance application. In total including applications opened prior to September 1, 2019, there are 179 open applications (200 last quarter).

Freshwater
The Senior Freshwater Specialist has been focused on freshwater projects with a specific lens on the Reconciliation Declaration and Declaration of Climate Emergency and is currently participating in major projects that balance the three tenets of First Nations, Water Authorizations, and Climate Change. Work is underway entering into a contract to undertake

the groundwater mapping and water budgets projects for the five southern islands, and on working with Ministry of Forest, Lands, Natural Resource Operations and Rural Development (FLNRORD) in undertaking salt water intrusion mapping. The Local Planning Committee has requested funding to support undertaking further groundwater and water balance mapping for the remainder of the Islands Trust Area, and a budget to develop a freshwater framework for the Islands Trust, both of which are Strategic Plan items.

Islands Trust

Print Date: November 14, 2019

Top Priorities Report

Local Planning Committee

1. *Application Processing Services*	Responsible	Dates
CURRENT: Combine policies 5.6.1, 5.6.2 and 5.6.3, add Model Fee Bylaw and model DAI Bylaw - draft back to LPC for Feb 2020 **PLANNED:** RFD to Trust Council on revised policy and model fees	Narrisa Chadwick	Rec'd: 22-Aug-2019 Target: 12-Feb-2020

2. *CDF Mapping*	Responsible	Dates
CURRENT: Mapping of coastal douglas fir and associated ecosystems. to be completed by March 31, 2020 **PLANNED**: draft Final report and recommended strategy June 2020	David Marlor	Rec'd: 22-Aug-2019 Target: 12-Feb-2020

3. *Saltwater Intrusion Mapping*	Responsible	Dates
CURRENT: Funding of $10,00 approved - work being undertaken by Province, with support from Islands Trust Senior Freshwater Specialist. **PLANNED**: Receipt of completed report on completion by end of Fiscal 2019/20	William Shulba	Rec'd: 17-Jul-2019 Target: 31-Mar-2020

Islands Trust

Print Date: November 14, 2019

Projects Report

Local Planning Committee

1. *Letter of Agreement with the Ministry of Transportation and Infrastructure - including discussion*	Responsible	Date Received
Staff working with the MOTI to address the Letter of Agreement; next meeting planned for May 17, 2016. Local Planning Committee is monitoring the process.		03-Mar-2016

2. *Alternative Ways of Measuring Density*	Responsible	Date Received
Bring forward a thorough analysis of alternative ways of measuring density and how to manage any corresponding impacts before consideration of requesting model bylaws be developed for local trust committees.		25-Aug-2016

3. *Appropriate Economic Development*	Responsible	Date Received
To be determined by the Local Planning Committee		18-Nov-2016

4. *Develop tool kit to assist LTCs and island municipalities to reduce ecological footprint.*	Responsible	Date Received
Trust Council - strategic plan		17-Aug-2017

5. *Shoreline Marine Planning*	Responsible	Date Received
Trust Council - Strategic Plan Item Conduct a working group session to brainstorm possible directions.		09-Nov-2017

STAFF REPORT

File No.: 11-540-10 Freshwater

DATE OF MEETING:	November 20, 2019
TO:	Trust Council
FROM:	William Shulba, P.Geo – Senior Freshwater Specialist Local Planning Services
COPY:	David Marlor – Director of Local Planning Services
SUBJECT:	Freshwater Projects Update

REPORT SUMMARY

This purpose of this report is to update Trust Council on the top priority projects relating to freshwater.

PROJECT UPDATES

Southern Gulf Islands Groundwater Sustainability Strategy

The Southern Gulf Islands Groundwater Sustainability Strategy is a good example of undertaking work on a regional scale, leveraging resources in an efficient way. This project will also address key issues in relation to carrying capacity of groundwater aquifers and help further work in response to Trust Council's Climate Change Emergency declaration. The methodology used in this project will be replicated in future fiscal years in other local trust areas in a similar coordinated way to create a scientific knowledge base to inform land use planning decisions.

For the current fiscal year, five local trust committees combined to undertake and fund this project. To accommodate this, the Executive Committee passed the following resolutions:

> **EC-2019-074**
> **It was MOVED and SECONDED,**
> THAT the Executive Committee approve allocating up to $52,000 from the Local Trust Committees Project reserve budget for the Southern Gulf Islands Groundwater Sustainability Strategy Master Project Charter for technical and consulting needs to advance evidence-based groundwater preservation and aquifer protection measures in an era of climate emergency.
> **CARRIED**
>
> **EC-2019-075**
> **It was MOVED and SECONDED,**
> THAT pursuant to Trust Council Policy 6.5.ii Budget Control and Authority Policy, that the Executive Committee accept this report as notification that the Local Trust Committee Projects Budget could exceed the budgeted amount of $75,000 by an additional $52,000.
> **CARRIED**
>
> **EC-2019-076**
> **It was MOVED and SECONDED,**

THAT the Executive Committee request staff forward this report and decision items to the Financial Planning Committee.

The project request for proposals for proposed consulting services closed on October 31. The evaluation team consisted of CAO Russ Hotsenpiller, Island Planner Brad Smith, Hydrogeologist Pat Lapcevic of Ministry of Forests, Lands, Natural Resource Operations, and Rural Development, and Senior Freshwater Specialist William Shulba. The RFP evaluation team agreed upon a successful proponent and work will begin immediately upon completion of contract negotiations. Deliverables are expected by end of 2019/2020 fiscal.

Work of this nature supports the 2018-2022 Strategic Plan and in future years will be undertaken under the direction of the Local Planning Committee. The Fiscal Year 2019/2020 budget includes funding to undertake this work in other parts of the Islands Trust Area, with the goal to complete mapping for the entire Trust Area this term.

Saltwater Intrusion Risk to Groundwater Resources Project

The *Saltwater Intrusion Risk to Groundwater Resources Project* will address concerns raised with the implementation of the Salt Water Intrusion Risk mapping that was previously undertaken by the Ministry of Forest, Lands, Natural Resource Operations and Rural Development. The work will assist local trust committees in developing land use regulations that are adaptive to climate change and reduces risk of salt water intrusion into groundwater aquifers.

The main goals of the project will be to complete saltwater intrusion risk mapping for all coastal areas of B.C. including Southern and Northern Gulf Islands, Discovery Islands, Sunshine Coast, Howe Sound, Mainland Coast, Vancouver Island and West Coast of Vancouver Island, Central Coast, North Coast, and Haida Gwaii. The $10,000 funding from the Local Planning Committee off-sets some of the cost of undertaking this mapping project in the Islands Trust Area, and re-doing the mapping already completed by FLNRORD for the Southern islands.

This results of this project will be useful in any area where groundwater is currently in use. It can be used by local trust committees for land-use decision making, and by Provincial groundwater authorizations staff's decision making.

The Local Planning Committee passed the following resolutions in relation to this project:

LPC-2019-011
It was MOVED and SECONDED,
THAT the Local Planning Committee add "Saltwater Intrusion Risk Mapping" to the work program as a top priority.
CARRIED

LPC-2019-011
It was MOVED and SECONDED,
THAT the Local Planning Committee authorize an allocation of $10,000 from the Local Planning Committee projects budget to the "Saltwater Intrusion Risk Mapping" project.
CARRIED

A request for proposal competition completed in September 2019, with contract awarded to Western Water Associates and Hydro-Geo-Logic Consulting (Mike Wei). The project is underway and the Islands Trust Senior

Freshwater Specialist has been involved in the RFP evaluation team, in initial methodological discussions, and is currently coordinating Islands Trust information services for the project. Deliverables are expected by end of 2019/2020 fiscal.

Submitted By:	William Shulba, P.Geo Senior Freshwater Specialist	November 14, 2019
Concurrence:	David Marlor Director Local Planning Services	November 14, 2019

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	December 3, 2019
From:	Stefan Cermak, Regional Planning Manager, Salt Spring Island	**Date Prepared:**	November 14, 2019
SUBJECT:	Salt Spring Island Local Trust Committee – Development Approvals Information Bylaw No. 175		

RECOMMENDATION:

1. **THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a First Time.**

2. **THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a Second Time.**

3. **THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a Third Time.**

4. **THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be brought back to Trust Council for reconsideration and final adoption at the earliest available date.**

DIRECTOR OF LOCAL PLANNING SERVICES COMMENTS:

Provincial legislation enables local governments to specify, by bylaw, the type of impact assessment information they require when property owners apply for certain types of land use changes. When local trust committees wish to have a bylaw for this purpose (known as a Development Approval Information (DAI) Bylaw), the Islands Trust Act indicates that Trust Council is to adopt the bylaw. This procedure enables Trust Council to ensure that it has sufficient resources to support administration of the new process. The Salt Spring Island Local Trust Committee requests Trust Council to adopt a Development Approval Information bylaw (Attachment 1) that clarifies the information applicants must provide when applying for bylaw amendments, development permits and temporary use permits.

1 PURPOSE

Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" is intended to enable the Salt Spring Island Local Trust Committee to specify, by bylaw, the type of impact assessment information required when property owners apply for certain types of land use changes. The aim of a DAI Bylaw is to establish a clear and transparent standard for the request of this information.

2 BACKGROUND:

Summarized below is a brief history of the process for advancing a Development Approvals Information (DAI) Bylaw for the SSI LTC:

- September 3, 2009 - The Salt Spring Local Trust Committee (SSI LTC) directed staff to provide advice regarding the merits of pursuing the Trust Council model Development Approval Information (DAI) Bylaw.
- November 5, 2009 - A draft DAI Bylaw was presented to SSI LTC.
- December 3, 2009, - SSI LTC passed a motion to give notice to Trust Council that it intends to forward a DAI for TC's consideration at its March 2010 meeting.
- February 4, 2010 – SSI LTC directed staff to continue work on the DAI Bylaw and to clarify the authority of the SSI LTC and report back March 4, 2010.
- March 4, 2010 – SSI LTC further discussed the draft DAI and requested additional information.
- April 2010 – further consideration of the draft DAI Bylaw was deferred.
- March, 2013 – Islands Trust Council passed a resolution encouraging LTCs to consider adoption of a DAI Bylaw.
- July 20, 2017 - The SSI LTC approved a project charter for preparation of a DAI Bylaw.
- September 2017 -the project was placed in abeyance pending staffing transition and resources.
- October 1, 2019 – the SSI LTC endorsed Trust Council Bylaw 175 as per the following resolution:

> **SS-2019-177**
> **It was MOVED and SECONDED,**
> that the Salt Spring Island Local Trust Committee endorse Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018 and refer it to Trust Council.
>
> **CARRIED**

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Adoption of a Development Approval Information Bylaw for the Salt Spring Island Local Trust Area will provide greater certainty for applicants and the Salt Spring Island Local Trust Committee (SSI LTC) with respect to impact information obtained for applications subject to the bylaw. Staff would be authorized under the bylaw to exercise a degree of discretion in establishing the level of impact information required for each application and the adequacy of submitted professional reports.

FINANCIAL:

Costs for providing information would be borne by applicants. Staff currently reviews reports as a routine part of application processing.

POLICY:

Trust Council Policy 2.1.viii establishes procedures and a template for development approval information bylaws.

IMPLEMENTATION/COMMUNICATIONS:

This is an administrative bylaw and so there is no requirement for a public hearing or formal notification or consultation. Nonetheless, to ensure that the bylaw is as clear as possible, Salt Spring Island planners, the Islands Trust hydrogeologist and several relevant professionals (ex: surveyor, hydrogeologist, geoscientist, biologist, etc) have been consulted regarding the content of the draft DAI Bylaw. The draft bylaw has also undergone a legal review. Numerous changes have been made based on the information received from the various stakeholders and legal comment.

It is expected that further communications would be undertaken to inform professionals of the requirements associated with the bylaw. Staff also anticipates establishing criteria and guidelines for the exercise of discretion with respect to the reports required for each application, and the review and assessment of submitted reports.

FIRST NATIONS:

For a Development Application involving amendments to a bylaw of the Salt Spring Island Local Trust Committee enacted under s.479 of the Local Government Act, or a temporary use permit, the official may require an applicant to provide Terms of Reference for the preparation of the DAI Report. The Terms of Reference may include impact assessment regarding cultural heritage resources including resources of historical, cultural, archaeological, paleontological or architectural significance whether on land or underwater.

OTHER:

Issues Relating To Provincial Interest

None.

Issues Relating To Resources and Enforcement

Costs for providing information would be borne by applicants. Staff currently reviews reports as a routine part of application processing.

Public Comments

Several relevant professionals (ex: surveyor, hydrogeologist, geoscientist, biologist, etc) were consulted. Numerous changes have been made based on the information received from the various stakeholders and legal comment.

Staff Comments

Trust Council must approve Development Approval Information Bylaws on behalf of local trust committees. As there must be at least one day between the third reading and the adoption of a bylaw, the proposed bylaw would be brought back to Trust Council for reconsideration and final adoption. As a Trust Council bylaw, no approval by Executive Committee is required. The Salt Spring Island Local Trust Committee has endorsed Bylaw No. 175. Staff recommend Trust Council give three readings to Bylaw No. 175.

KEY ISSUES/CONCEPTS

The draft DAI bylaw would take two approaches to provision of information for relevant applications:

1. For development permit applications where staff determines that impact information is required, the bylaw establishes that the applicant provide a report directly and lays out the content requirements of the reports for each type of DP.
2. For more complex and discretionary rezoning and TUP applications, the terms of reference procedure set out in Part 7 would be used. This sets up a process, where the applicant provides a written Terms of Reference for the preparation of information on the impact of the activity or development that is the subject of the application. This terms of reference is reviewed by staff who must, within 20 business days of receipt, advise the applicant if the submitted terms of reference are acceptable. If the terms of reference provide are deemed inadequate the applicant must provide additional information as directed.

If the terms of reference are approved, then the applicant provides the impact information as set out in the scope of the terms of reference.

4 RELEVANT POLICY(S):

In accordance with the *Islands Trust Act* s. 29(3.1), a DAI bylaw is adopted by Trust Council on behalf of a Local Trust Committee.

Trust Council Policy 2.1.viii establishes procedures and a template for development approval information bylaws. Staff consider that the bylaw and the LTC's procedures are consistent with this policy.

5 ATTACHMENT(S):

1. Trust Council Bylaw No. 175

RESPONSE OPTIONS

Recommendation:

1. **THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a First Time.**

2. **THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a Second Time.**

3. **THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be read a Third Time.**

4. **THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be brought back to Trust Council for reconsideration and final adoption at the earliest available date.**

Alternative:

Trust Council may request changes to the bylaw. The following resolution would assist the Trust council:

> THAT Trust Council Bylaw No. 175, cited as "Salt Spring Island Local Trust Committee Development Approvals Information Bylaw No. 175, 2018" be returned to the Salt Spring Island Local Trust Committee for changes, with changes and reasons for the changes, cited as follows:
>
> [List changes and reasons…]

Prepared By: **Stefan Cermak**
Regional Planning Manager, Salt Spring Team

November 8, 2019

Reviewed By/Date: **David Marlor, Director, Local Planning Services**

ISLANDS TRUST COUNCIL
BYLAW NO. 175

A Bylaw to Establish Policies and Procedures for Requiring Development Approvals Information for the Salt Spring Island Local Trust Area

WHEREAS the Salt Spring Island Local Trust Committee, pursuant to ss. 484 and 485 of the *Local Government Act*, has specified in an official community plan areas and circumstances for which development approval information may be required;

NOW THEREFORE the Islands Trust Council, pursuant to sections 486 of the *Local Government Act* and s. 29(3.1) of the *Islands Trust Act*, enacts as follows:

PART 1 TITLE

1. This bylaw may be cited for all purposes as "Salt Spring Island Local Trust Committee Development Approval Information Bylaw No. 175, 2018".

PART 2 PURPOSE

2. The purpose of this bylaw is to allow the Local Trust Committee to obtain information on the anticipated impact of proposed activities or development on the community.

PART 3 DEFINITIONS

3. In this Bylaw, the following definitions shall apply:

"**Agriculture Impact Assessment**" means an assessment and identification of potential impacts on agricultural activities or water supplies on the subject or adjacent land that are zoned for agriculture or located within the Agricultural Land Reserve (ALR), and includes a summary of the methodology used to assess pre-development conditions, potential post-development impacts as well as recommended mitigation measures.

"Business Day" means a day that is not Saturday or Sunday or a public holiday in the province of British Columbia.

"Conservation Assessment" means an evaluation to identify environmentally valuable features on or near the proposed development based on current best practices, such as, but not limited to, the "Resources Information Standards Committee Standards for Describing Terrestrial Ecosystems in the Field" and "Best Management Practices for Raptor Conservation during Urban and Rural Land Development in British Columbia."

"Development Application" means an application for:

(a) Amendments to a bylaw of the Salt Spring Island Local Trust Committee enacted under section 479 of the *Local Government Act*;
(b) A development permit; or,
(c) A temporary use permit,

if the activity or development that is the subject of the application is a circumstance or an area specified for the provision of development approval information in Salt Spring Island Official Community Plan Bylaw No. 434, 2008 (the "Official Community Plan")

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"DAI Report" means a report that contains the information and assessments required for a decision on the approval of a *Development Application*.

"Impact Mitigation Measures" means recommended measures to limit, mitigate and manage the impacts of the proposed development on terrestrial, aquatic, and marine habitats, as well as geomorphic, hydrological and coastal processes, and includes a description of mitigation measures and their anticipated effectiveness in maintaining the health, form and function of environmentally valuable features.

"**Lighting Assessment**" means an assessment and identification of lighting impacts due to spillage and includes a summary of the methodology for assessing pre-development light levels and for estimating post-development light impacts and recommended mitigation measures.

"Monitoring Requirements" means any recommended *monitoring requirements*, identifying actions that will be taken to ensure all proposed activities are completed as described, including a monitoring schedule and process for resolving any non-compliance.

"**Noise Assessment**" means an assessment and identification of noise generated by the proposed development, and includes a summary of the methodology used to measure pre-development noise levels and to estimate post-development noise levels impacts and recommended mitigation measures.

"Preliminary Water Supply Study" means a preliminary water supply study prepared by a professional (civil) engineer to assess whether sufficient groundwater supply is available through an approved well water license to support all water demand types for the proposed development in accordance with the requirements of the regional health authority. Where the total water demand for a proposed development exceeds approved groundwater supply, as set out in the provincial *Design Guidelines for Rural Residential Community Water Systems*, the preliminary water supply study shall:

(a) Identify all proposed water sources;
(b) Identify how each type of water demand will be serviced;
(c) estimate the total number of occupants the available groundwater will support based on the sustainable yield of the well (as approved in the well water license) and use of supplementary water sources (e.g., greywater, rainwater); and
(d) Estimate how many dwelling units the proposed water supply system would service based on occupancy rates consistent with the provincial *Design Guidelines for Rural Residential Community Water Systems* or the BC census.

"Professionally certified" means a professional certification by a Qualified Environmental Professional that they are qualified to carry out the assessment and that appropriate assessment methods have been followed in the preparation of a professional opinion in an evaluation and impact assessment report.

"Restoration Assessment" means an assessment with recommended actions to restore or enhance ecosystem functions or habitat that have been degraded prior to development or that would be impacted by the proposed development.

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"Site Background Analysis" means a *site background analysis* that is based on applicable databases such as, but not limited to, the Species and Ecosystems Explorer Tool and the Sensitive Ecosystem Inventory from the Ministry of Environment, and the Wildlife Tree Stewardship Atlas from the Community Mapping Network, and includes a description of the context of the site, including the use of adjacent lands and proximity to protected areas and a check for water licenses, and the results from a site assessment for observed species and ecosystems at risk, and a site assessment for the presence of raptor and heron nests and the presence of fish-bearing watercourses.

"Site Impact Assessment" means an assessment of the nature and extent of the impact of the proposed development, in particular, anticipated impacts on identified site conditions, including but not limited to:

(a) Marine
(b) Aquatic habitat;
(c) Terrestrial habitat;
(d) Site hydrology;
(e) Marine sediment transport;
(f) Aquatic sediment transport; and,
(g) Public access to and along the foreshore,

and includes impacts stemming from the construction phase, the intended long-term use of the site, and any cumulative impacts of development in the area, and the identification of potential impacts on adjacent sites and proximate sensitive areas.

"Site Inventory" means a *site inventory* providing information on the following:

(a) Existing plant communities;
(b) Marine habitats;
(c) Aquatic habitats;
(d) Terrestrial habitat;
(e) Current on-site and adjacent land uses;
(f) Slope stability;
(g) Erosional processes;
(h) Hydrology;
(i) Topography;
(j) Aquatic sediment transport; and
(k) Marine sediment transport.

The *site inventory* may require the involvement of several suitably qualified professionals.

"**Site Plan**" means *site plan* prepared by a BC land surveyor or other professional as approved by the officer, at an appropriate scale, delineating the proposed development and associated features, including:

(a) Topographic features showing natural slope contours at appropriate contour intervals;
(b) Significant natural features;
(c) The development permit area boundary;
(d) Current and proposed buildings, structures, signage, and all supporting infrastructure;
(e) Roads, driveways, vehicular and bicycle parking areas, and loading areas;
(f) Pedestrian pathways or sidewalks;

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(g) Proposed site grading and post development contours.

"**Vegetation Assessment**" means an assessment and identification of vegetative screening for adjoining lands, including agricultural land, parking lots, loading docks and service infrastructure; potential impacts to viewsheds of neighbouring properties, harbours and/or uplands, and includes a summary of the methodology used to assess pre-development conditions and for identifying post-development impacts and recommended mitigation measures.

"Watercourse Assessment" means an identification and assessment of any proposed changes to existing natural and human made watercourses, as well as potential drainage hazards to the surface and groundwater that may affect the subject site and neighbouring properties, and includes a summary of the methodology and the level of field work, statements demonstrating that pre and post development flows remain constant, inclusion of any off-site drainage hazards mitigation, and identification of maintenance requirements.

PART 4 APPLICATION

4. This Bylaw applies to all *Development Applications*, subject to the exceptions listed in this Bylaw.

5. Any application for an activity or development that is a reviewable project under the *Environmental Assessment Act* is exempted from this Bylaw.

PART 5 PROCEDURE

6. An official assigned from time to time to provide planning services to the Salt Spring Island Local Trust Committee is the official for the purposes of this bylaw.

7. Where a *DAI Report* is required, the information for the *DAI Report* shall be provided to the official by the applicant and at the applicant's cost.

8. The applicant shall provide the *DAI Report* to the official in the format specified by the official. The official may determine that all or part of the *DAI Report* shall be provided in digital form.

9. The official may, on a case-by-case basis and at their sole discretion, amend specific requirements for a particular *DAI Report*. Any amendments to the requirements for a particular *DAI Report* must be communicated by the official to the applicant in writing.

10. Within 30 *Business Days* of receipt of a complete application, the official shall determine to what extent a terms of reference and/or development approval information will be required in accordance with this bylaw and shall communicate the requirement to the applicant in writing.

11. An applicant may request that the Local Trust Committee reconsider a decision of an official under this bylaw within 30 *Business Days* of the date on which the official's decision is communicated to the applicant.

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12. A request for reconsideration must be delivered in writing to the Legislative Clerk and must set out the grounds on which the applicant requests a reconsideration of a decision and what, if any, requirement the applicant considers the Local Trust Committee ought to substitute.

13. The Legislative Clerk must place each request for reconsideration on the agenda of the next meeting of the Local Trust Committee following the date on which the request for reconsideration was delivered, provided the request is received at least 10 *Business Days* prior to that meeting.

14. The Legislative Clerk must reasonably notify the applicant and any other person who the Legislative Clerk reasonably considers may be affected by the reconsideration, of the date of the meeting at which the reconsideration will occur.

15. At the meeting, the Local Trust Committee may either confirm the requirement or decision of the official or substitute its own requirement or decision.

PART 6 DEVELOPMENT PERMIT APPLICATION REQUIREMENTS

16. For *Development Applications* that require **construction of a water supply system**, including *Development Applications* under Part 7, the official may require a *Preliminary Water Supply Study*.

17. For *Development Applications* in respect of **Development Permit Area 1 – Island Villages**, as designated in the Official Community Plan and in accordance with sections 488 (1)(b), (c) and (f) of the *Local Government Act* for protection of development from hazardous conditions, protection of farming, and form and character of commercial, industrial or multi-family residential development, the *DAI Report* shall contain the following information:
    (a) Description of the proposed development including illustrations drawn to an appropriate scale that show building siting, massing, scale and modulation.
    (b) *Site Plan*
    (c) *Noise Assessment*
    (d) Solar Assessment, which is an assessment and identification of solar orientation or any obstructions of solar gain and includes a summary of the methodology used to assess the potential for solar gain and recommended mitigation measures, if needed.
    (e) *Lighting Assessment*
    (f) *Vegetation Assessment*
    (g) *Agriculture Impact Assessment*
    (h) For developments with greater than 280 m^2 of impervious surface, a *Watercourse Assessment*
    (i) Viewshed Assessment, which is an identification of views of harbors and uplands from neighbouring properties and public roads and lands and an assessment of the impact of the proposed development on views

18. For *Development Applications* in respect of **Development Permit Area 2 – Non-Village Commercial and Industrial**, as designated in the Official Community Plan and in accordance with sections 488 (1)(c) and(f) of the *Local Government Act* for protection of farming, and form and character of commercial and industrial development, the *DAI Report* shall contain the following information:

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(a) Description of the proposed development including illustrations drawn to an appropriate scale that show building siting, massing, scale and modulation;
(b) *Site Plan;*
(c) *Vegetation Assessment;*
(d) *Noise Assessment;*
(e) *Agriculture Impact Assessment*;
(f) *Lighting Assessment;*
(g) *Watercourse Assessment.*

19. For *Development Applications* in respect of **Development Permit Area 3 – Shoreline**, as designated in the Official Community Plan and in accordance with sections 488 (1) (a), (b) and (f) of the *Local Government Act* for protection of natural environment, protection of development from hazardous conditions, and form and character of commercial and industrial development, the *DAI Report* shall contain the following information:

    (a) Description of the proposed development including information regarding construction, timing of development activity, lighting, signage, cut and fill, blasting, road or driveway construction, boat ramps, parking lots, vegetation clearing or trimming, dredging, alteration to underwater bathymetry, hydrological systems, shoreline stabilization works, bulkheads, alterations affecting the marine foreshore, sewage disposal system installation, landscaping, and non-toxic and inert construction materials;
    (b) *Site Plan*, with the following additional information included:
        (i) Site profiles and cross sections demonstrating terrain conditions prior to disturbance and intended post-development conditions;
        (ii) Existing and proposed clearances of piers from the natural boundary;
        (iii) Dock clearances from the foreshore;
    (c) *Site Inventory*;
    (d) For land based developments, a *Site Background Analysis*;
    (e) *Conservation Assessment*;
    (f) *Site Impact Assessment*;
    (g) *Impact Mitigation Measures*;
    (h) *Monitoring Requirements*;
    (i) *Restoration Assessment*;
    (j) *Lighting Assessment*;
    (k) A description of how the proposed development will mitigate and adapt to potential impacts of climate change, including but not limited to sea level rise, storm surges and severe weather events.

20. For *Development Applications* in respect of **Development Permit Area 4 – Lakes, Streams, and Wetlands**, as designated in the Official Community Plan and in accordance with section 488 (1)(a) of the *Local Government Act* for protection of natural environment, the *DAI Report* shall contain the following information:
    (a) A description of the proposed development;
    (b) *Site Plan* that contains the following additional information that is based on a current legal survey:
        (i) Location of existing and proposed sewage installation;
        (ii) Location of the top of bank; and,

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(iii) Location of natural boundary of the lake(s), stream(s) and wetlands;

(c) *Site Inventory*;
(d) For land based developments, a *Site Background Analysis;*
(e) *Conservation Assessment*;
(f) *Site Impact Assessment*;
(g) *Impact Mitigation Measures*;
(h) *Monitoring Requirements*;
(i) *Restoration Assessment*;
(j) A *Professionally certified* opinion that, if the development is implemented as proposed, there will be no harmful alteration, disruption or destruction of environmentally valuable features, functions and conditions.

21. For applications in respect of **Development Permit Area 5 – Community Well Capture Zones**, as designated in the Official Community Plan and in accordance with section 488 (1)(a) of the *Local Government Act* for protection of natural environment, the *DAI Report* shall contain the following information:
    (a) A description of the proposed development;
    (b) A *Site Plan* that includes the following additional information:
        (i) Location of sewage disposal system installations; and
        (ii) Location of fuel tank installations;
    (c) Exposed soil management plan, which means an estimate of the amount of exposed bare soil and a stormwater management plan if more than 280 m^2 of bare soil is proposed to be exposed;
    (d) Groundwater impact assessment, which means an assessment of impacts to groundwater, and mitigation measures including a spill containment plan for non-residential buildings that propose to store materials that could impact groundwater.

22. For Development Applications with respect to Development Permit Area 6 – Unstable Slopes and Soil Erosion, as designated in the Official Community Plan and in accordance with sections 488 (1)(a) and (b) of the Local Government Act for protection of the natural environment and protection of development from hazardous geological conditions, the DAI Report shall contain the following information:
    (a) A *Site Plan* that contains the following additional information:
        (i) An estimate of the area of bare soil resulting from vegetation removal; and
        (ii) Site profiles and cross sections demonstrating terrain conditions prior to disturbance and intended conditions post development;
    (b) A description of the proposed development detailing construction, cut and fill, blasting, road or driveway construction, vegetation clearing, including the identification of trees to be removed that are greater than 20 cm diameter, alterations to hydrological systems, alterations affecting the marine foreshore, sewage disposal system installation, landscaping, or other land alteration during or after the development phase;
    (c) A geotechnical assessment, which means an assessment prepared by a professional engineer or geoscientist of potential geotechnical hazards that may affect the subject site and neighbouring properties including all issues related to site drainage, surface or deep seated soil slippage, rock fall hazards, seismic constraints, site clearing and vegetative retention, and includes a summary of the hazard analysis methodology and the level of field work;

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(d) An assessment of whether the proposed development would result in an accepted probability of a geotechnical hazard, accompanied by a supporting rationale;
(e) Where an unacceptable level of hazard is identified, recommendations for measures to reduce hazards on the subject site and neighbouring properties;
(f) Where applicable, the report must meet the Guidelines for Legislated Landslide Assessments for Proposed Residential Development in British Columbia, May 2010, including submission of Schedule D (Landslide Assessment Assurance Statement); and,
(g) *Monitoring Requirements*.

23. For *Development Applications* in respect of **Development Permit Area 7 – Riparian Areas**, as designated in the Official Community Plan and in accordance with section 488 (1)(a) of the *Local Government Act* for protection of the natural environment, the *DAI Report* shall contain the following information:
    (a) Description of the proposed development detailing construction methodology, cut and fill, blasting, road or driveway construction, vegetation clearing, alteration to hydrological systems, alterations affecting the watercourse, sewage disposal system installation, landscaping, or other land alteration during or after the development phase, as well as identification of alternative development option(s);
    (b) *Site Plan* that contains the following additional information:
        (i) The locations of the top of bank and high water marks;
        (ii) Streamside Protection and Enhancement Areas (SPEA) widths;
        (iii) Site profiles and cross sections demonstrating terrain conditions prior to disturbance and intended conditions post development shall be included.
    (c) *Site Inventory* that includes additional information about the biological function of the riparian zone, including species of fish that frequent the waterbody, stream magnitude and values of connected downstream habitat;
    (d) For any impacted streams, as defined under the *Riparian Areas Regulation*, an assessment of the nature and extent of the impact of the proposed development that includes the following information:
        (i) The results of a riparian assessment using a detailed or simple assessment as indicated in *the Riparian Areas Regulation*, and establishing the SPEA width for the subject parcel as well as a description of all measures that will be taken to maintain and protect the SPEA from development, including, where appropriate, assessment and treatment of danger trees, windthrow, slope stability, tree protection during construction, encroachment, sediment and erosion control, as well as appropriate stormwater management techniques as a development-related measure.
    (e) *Monitoring Requirements* that contain the following additional information:
        (i) Actions to ensure that all SPEA protective measures are implemented appropriately;
        (ii) A monitoring schedule to ensure compliance can be assessed and to allow for modifications to occur, as appropriate, to ensure adequate protection of the SPEA; and,
        (iii) A process for resolving any non-compliance.
    (f) *Restoration Assessment*;

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(g) For any impacted streams, as defined under the *Riparian Areas Regulation*s *professionally certified* opinion that, if the development is implemented as proposed:

(i) There will be no harmful alteration, disruption or destruction of natural features, functions and conditions that support fish life processes in the riparian assessment area; or,

(ii) The measures identified in the *DAI Report* are adequate to protect fish life processes in the affected area from the development;

(iii) If the streamside protection and enhancement areas identified in the *DAI Report* are protected from the development and the measures identified in the report as necessary to protect the integrity of those areas from the effects of the development are implemented by the developer, there will be no harmful alteration, disruption or destruction of natural features, functions and conditions that support fish life processes in the riparian assessment area.

24. Where a particular type of information is required for a *DAI Report*, as identified in sections 16 through 23 of this Bylaw, that information must be prepared by a consulting professional with qualifications listed in the table below, or as otherwise approved in writing by the official.

TYPE OF INFORMATION	**CONSULTING PROFESSIONAL**
Agriculture	- Agrologist (Registered with BC Institute of Agrologists)
Anthropological Study	- Post-graduate degree in anthropology
Archaeological Assessment	- Registered Professional Consulting Archaeologist (BC Association of Professional Archaeologists)
Conservation Assessment	- Registered Professional Biologist (College of Applied Biology)
Environmental Assessment	- Registered Professional Biologist (College of Applied Biology)
Geological Hazard	- Geotechnical Engineer (Registered with Engineers and Geoscientists BC) - Professional Geoscientist (Registered with Engineers and Geoscientists BC)
Groundwater Assessment	- Geotechnical Engineer (Registered with Engineers and Geoscientists BC) - Professional Geoscientist (Registered with Engineers and Geoscientists BC)
Heritage Assessment	- Registered Planning Professional (Planning Institute of BC) - Registered Architect or Architectural Technician (Architectural Institute of BC) - Full Member BC Association of Heritage Professionals
Landscape Plan	- Registered Landscape Architect (BC Society of Landscape Architects)
Land Use	- Register Professional Planner (Planning Institute of BC)
Legal Survey	- Land Surveyor (Registered with the Association of British Columbia Land Surveyors)
Raptor Nest	- Registered Professional Biologist (College of Applied Biology)

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Riparian Areas	- Qualified Environmental Professional (Biologist, Agrologist, Forester, Geoscientist, Engineer, or Technologist registered with an appropriate BC professional association)
Sensitive Ecosystem	- Registered Professional Biologist (College of Applied Biology)
Sewage disposal system Systems	- Professional Civil Engineer (Registered with Engineers and Geoscientists BC)
Shoreline and Marine	- Geotechnical/hydrological and marine considerations; - Geotechnical Engineer (Registered with Engineers and Geoscientists BC) - Professional Geoscientist (Registered with Engineers and Geoscientists BC) - Biological/environmental considerations: - Registered Professional Biologist (College of Applied Biology)
Shoreline Stabilization	- Geotechnical Engineer (Registered with Engineers and Geoscientists BC)
Site Background Analysis	- Registered Professional Biologist (College of Applied Biology)
Site Plan	- Land Surveyor (Registered with the Association of British Columbia Land Surveyors) - Professional Civil Engineer (Registered with Engineers and Geoscientists BC) - Registered Architect or Architectural Technician (Architectural Institute of BC)
Spill Containment	- Professional Civil Engineer (Registered with Engineers and Geoscientists BC)
Stormwater Drainage	- Professional Civil Engineer (Registered with Engineers and Geoscientists BC)
Traffic Impact Assessment	- Professional Civil Engineer (Registered with Engineers and Geoscientists BC) - Transportation Planner (Post-graduate degree in urban planning or a related discipline)
Tree & Native Vegetation Protection	- Registered Professional Biologist (College of Applied Biology) - Registered Professional Forester (Association of BC Forest Professionals)

25. If the official is not satisfied that the impact information provided by the applicant is sufficient to comply with the requirements of this Bylaw, either in scope, level of detail, accuracy or in any other respect, or does not address any particular information requirements that are identified in or arise from any applicable guidelines in the Official Community Plan, the official may require the applicant to provide, at the applicant's expense, further information reasonably required to comply with the bylaw.

PART 7 TERMS OF REFERENCE

26. For a *Development Application* involving amendments to a bylaw of the Salt Spring Island Local Trust Committee enacted under s.479 of the *Local Government Act,* or a temporary use permit, the official may require an applicant to provide Terms of Reference for the preparation of the *DAI Report*.

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27. Where Terms of Reference are required, the applicant shall provide to the official, Terms of Reference that consider the following information:
    (a) Information requirements identified in or that arise from any applicable objectives, policies and guidelines in the Official Community Plan;
    (b) Information requirements specified in this bylaw;
    (c) That the information in the *DAI Report* will be prepared by a person having professional expertise and relevant experience in the matters included in the Terms of Reference;
    (d) The identity, qualifications and experience of the person or persons who the applicant proposes to engage to prepare the *DAI Report*;
    (e) The date by which the *DAI Report* is to be provided to the official; and,
    (f) The form and the number of copies in which the *DAI Report* will be provided.

28. Where Terms of Reference are required, the applicant shall provide to the official, Terms of Reference that identify the scope of the information that is to be prepared in the *DAI Report*, to the extent that the proposed activity or development can be reasonably expected to have an appreciable impact on any of the following matters:

    (a) The natural environment of the area affected, including sensitive ecosystems and the habitat of rare or threatened species, including surrounding terrestrial, marine or freshwater habitats impacted by the development activity;
    (b) Hazards, including geological, flood, stormwater, and wildfire hazards;
    (c) Greenhouse gas emissions, climate change impacts, anticipated energy usage, and carbon emissions;
    (d) Freshwater resources, including groundwater;
    (e) Local infrastructure, including highways, ferry, water supply and sewage systems, fire protection systems, solid waste disposal and recycling facilities, utilities, local parking facilities and any other affected public infrastructure;
    (f) Local public or community facilities;
    (g) Local commercial services;
    (h) Supply and demand for local commercial space;
    (i) Local and off-island employment opportunities;
    (j) Affordable and seniors housing needs;
    (k) Agricultural reserve lands and agricultural and forestry uses in the vicinity of the development;
    (l) Cultural heritage resources including resources of historical, cultural, archaeological, paleontological or architectural significance whether on land or underwater; and
    (m) Aesthetic values including the visual appearance of the development from adjacent properties, public lands, or the sea, and the effect of any artificial lighting proposed
    (n) The use or enjoyment of residential property.

29. For every matter within the scope of section 28 of this Bylaw that is included in the Terms of Reference, the applicant shall:
    (a) Identify relevant baseline information for existing conditions and document the nature of the resource or other matter on which the proposed activity or development may have an impact;

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(b) Identify and describe the potential and likely impacts of the activity or development, including any cumulative effects when combined with other projects proposed or under development;
(c) Evaluate the impacts in terms of their significance and the extent to which and how they might be mitigated;
(d) Make recommendations as to conditions of approval that may be appropriate to ensure that undesirable impacts are minimized or avoided; and
(e) Make recommendations as to measures that may restore or enhance natural functions or features that have been damaged or degraded prior to development or that would be impacted by the proposed development,

all in accordance with generally accepted impact assessment methodology.

30. The applicant may include in the Terms of Reference any additional matter that the applicant considers information that ought to be provided to the Local Trust Committee to permit a full understanding of the impact of the proposed activity or development on the island community affected.

31. The official may require that the Terms of Reference or a *DAI Report* provide additional information on the relationship between the proposed activity or development, and

(a) The object of the Islands Trust set out in the *Islands Trust Act*;
(b) The Islands Trust Policy Statement;
(c) The Regional Conservation Plan; and,
(d) In the case of a proposed amendment to a bylaw enacted under s. 479, the Official Community Plan of the Local Trust Committee.

32. Within 20 *Business Days* of receipt of the Terms of Reference, the official must indicate in writing to the applicant that
(a) The Terms of Reference submitted by the applicant are acceptable;
(b) The Terms of Reference submitted by the applicant are acceptable if additional matters specified by the official and within the scope of section 26 of this bylaw are included;
(c) The Terms of Reference submitted by the applicant are acceptable if a person other than one who has been proposed by the applicant in the Terms of Reference, whose selection has been approved in writing by the official, prepares the impact information; or,
(d) The Terms of Reference are unacceptable and must be replaced by the applicant.

33. For the purposes of section 28(b), when accepting Terms of Reference the official may advise the applicant of other projects proposed or under development in the area that may be affected by the applicant's proposed activity or development.

34. If the official does not provide information pursuant to section 32 within 20 *Business Days*, the official is deemed to have accepted the proposed Terms of Reference.

35. Upon receipt of notice accepting the Terms of Reference, or where the Terms of Reference have been deemed to be accepted, the applicant must prepare, at its sole expense, the impact

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information in accordance with the accepted Terms of Reference and must provide it to the official within the time specified in the Terms of Reference.

36. If Terms of Reference approved under section 32 specifies professional expertise in the preparation of impact information, prior to authorizing the preparation of the information by any person, the applicant must deliver to the official information specifying the identity, qualifications and experience of the person who the applicant proposes to engage to prepare the information, unless that information was included in the approved Terms of Reference.

37. Within 10 *Business Days* of receipt of the information pursuant to section 36, the official must advise the applicant whether the proposed person is acceptable. If the proposed person is not acceptable, the official must advise the applicant in writing of the reason and may propose one or more alternative acceptable persons. If such advice is not provided by the end of the tenth day, the official is deemed to have accepted the proposed person.

38. If the official is not satisfied that the impact information provided by the applicant is sufficient to comply with the Terms of Reference, either in scope, level of detail, accuracy or in any other respect, the official may require the applicant to provide, at the applicant's expense, further information reasonably required to comply with the Terms of Reference.

PART 8 INDEPENDENT REVIEW

39. If the official considers that the impact information provided by the applicant, or any portion of it, requires an independent review prior to being considered by the Local Trust Committee, the official may require the applicant to provide such a review of the information including the methodology used in its preparation.

40. The official may specify that the independent review be conducted by a member of the relevant professional association and may specify terms of reference for the review.

41. The applicant must arrange for the independent review to be conducted and submitted in writing to the official, at the applicant's expense, and within the time specified by the official.

PART 9 PROPRIETARY RIGHTS IN INFORMATION

42. The information that is provided to the official pursuant to this bylaw is required by the Local Trust Committee in the exercise of its powers under the *Local Government Act* and the *Islands Trust Act*. Every report or other document provided to the official pursuant to this bylaw must accordingly contain an express grant of permission to the Islands Trust to use and reproduce the information contained in the report or other document for non-commercial purposes.

READ A FIRST TIME this day of , 2019.

READ A SECOND TIME this day of , 2019.

READ A THIRD TIME this day of , 2019.

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ADOPTED this day of , 2019.

Secretary Chair

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Trust Area Services Report
Quarter 2: September-November 2019
Prepared on: November 13, 2019

General:

Trust Area Services completed a hiring process and is very pleased to welcome Vicki Swan as Communications Specialist. A hiring competition is underway for the next temporary term of the Acting Senior Policy Advisor position (December 2019-December 2020). Staff supported two Trust Program Committee meetings and also developed five business cases in support of proposed Strategic Plan programs.

Islands 2050 (Policy Statement Amendment) project:

The Islands 2050: The Future of the Trust Area project has been the primary focus of Trust Area Services this quarter. The project's activities are documented separately in a Islands 2050 briefing in the December 2019 Trust Council agenda package.

Advocacy:

Staff supported the Islands Trust Chair with the following letters:

Eligibility for Review by the Auditor General for Local Government: Letter to the Honourable Selina Robinson, Minister of Municipal Affairs and Housing, advising that Trust Council passed a motion "to add the Islands Trust to the *Auditor General Act,* allowing for review of the Trust by the Auditor General for Local Government."

Moratorium on the Herring Fishery in the Salish Sea: Letter to the Honourable Jonathan Wilkinson, Minister of Fisheries, Oceans, and the Canadian Coast Guard, sent jointly with the Mayor of Bowen Island Municipality, requesting that the federal government place "a moratorium on the herring fishery in the Salish Sea until an ecosystem-based management plan is in place that considers the current and future effects of climate change and the potential impacts of the fishery on predator species, in particular, Chinook Salmon and Southern Resident Killer Whales."

Request for Greater Support for Solar Energy in Rural and Remote Communities: Letter to the Honourable Michelle Mungall, Minister of Energy, Mines and Petroleum Resources, requesting a financial incentive program for hybrid solar photovoltaic systems with batteries for community buildings in rural and remote communities. Prior to sending the letter, the Chair wrote to the seven regional districts within the Islands Trust Area asking them to consider co-signing the letter. The draft letter was sent for their review and a request for response by November 15, 2019, at which time the letter will be sent to the Minister.

Draft Proactive Vessel Management National Framework Paper: Letter to Transport Canada expressing support for the collaborative approach that Transport Canada is proposing to address vessel traffic issues in local waterways to reduce the impacts of shipping and expressing expectations and matters for consideration. A $1,350 Ocean Protection Plan grant was applied for and received to support this work.

Communications:

2018/19 Annual Report: Staff worked with a designer to create the final version of the Annual Report. The final version of the report was submitted to the Minister, posted to the website, and circulated, digitally, to constituents, partners, and other interested agencies.

Islands 2050: Supporting Islands 2050 has been a major goal for communications staff over this period. Communications staff have also developed a communications plan for the project and has also developed print and digital promotional materials (listed above).

Website Rebuild: As a primary focus of this quarter, in partnership with Information Services staff, staff began work with a contractor for design and development of a new Islands Trust website that unifies the Islands Trust, Islands Trust Conservancy and MapIT sites into a single integrated site that preserves the distinct elements (i.e. branding) of each. Staff developed the new site map, identified technical requirements, began work on the document library, reviewed draft page designs, and began developing new content.

Communications Strategy: Working with a contractor, staff finalized a draft communications strategy for Executive Committee to review.

News Releases: No news releases issued this quarter.

Social Media: Staff, with contract support, undertook a soft launch on Facebook. Staff used Facebook to promote Islands 2050 events. Staff did not make use of Twitter this quarter. Staff plan to launch Instagram and LinkedIn accounts in the next quarter. Staff continue to build on the draft social media strategy.

Support to Local Planning Services and Bylaw Enforcement: Trust Area Services staff continued to provide support to local trust committees, Local Planning Services and Bylaw Enforcement staff in regards to communications needs.

Education/Partnership programs:

Baynes Sound Lambert Channel Ecosystem Forum:
As requested by Trust Programs Committee, staff arranged to co-host the November 15, 2019 Baynes Sound Lambert Channel Forum in Deep Bay, which was attended by the Senior Policy Advisor and Director, Trust Area Services, as well as Ian Cox, Planner 1.

Howe Sound Community Forum:
The Director of Trust Area Services attended the September 25, 2019 meeting in Squamish. Staff continue to contract a minute taker for the Ocean Watch Task Force

Community Stewardship Award program:
Staff communicated with trustees regarding award presentation events, and distributed the recognition frames. Staff supported a few award ceremonies by creating invitations and providing support to attendees. As requested by Trust Programs Committee, staff drafted amendments to the policy.

HELIT TŦE SŁON̲,ET (Let the Herring Live) event
On November 8, 2019, the Senior Intergovernmental Policy Advisor and Director of Trust Area Services attended this event co-hosted by the WSÁNEĆ Leadership Council, Pacific Wild, Conservancy Hornby Island and Sea Shepherd Conservation Society.

Reconciliation & First Nations Relations:

Reconciliation: Staff Advisor supported an Executive Committee/CAO meeting with Minister Fraser, Ministry of Indigenous Relations and Reconciliation at UBCM regarding the Policy Statement and Islands Trust reconciliation initiatives.

First Nations Liaison and Facilitation: Staff provided ongoing support to planners who are reviewing applications and seeking advice on First Nations engagement. She, along with the Director of Trust Area Services, also attended a second Executive Committee/CAO meeting with Minister Fraser and his reconciliation team regarding work of the Islands Trust and the Policy Statement amendments.

Climate Action: On October 10 2019, the Senior Intergovernmental Policy Advisor attended the T̲ET̲ÁĆES Climate Action Project conference on South Pender coordinated by the SGI Community Resources Centre in cooperation with the W̲SÁNEĆ Leadership Council.

Secretariat research:

Staff prepared a report about potential secretariat services for Trust Area coordination groups for Trust Programs Committee and received direction to explore opportunities to work with Fraser Basin Council.

Legislative Monitoring:

As requested by the Executive Committee, staff have transitioned to preparing quarterly legislative monitoring reports. Staff provided time-sensitive items to the Executive Committee and prepared a report for Trust Council.

Indicators:

Staff updated and finalized the State of the Islands report for Trust Council.

Islands Trust

Print Date: November 12, 2019

Top Priorities Report

Trust Programs Committee

1. *Review the Islands Trust Policy Statement*	Responsible	Dates
Implement Policy Statement engagement plan Outline future phases of the Islands Trust Policy Statement engagement process	Clare Frater	

2. *Trust Secretariat*	Responsible	Dates
Provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role for the Howe Sound Community Forum that considers the needs of existing and potential regional coordination processes in the Baynes Sound/Lambert Channel and Saanich Inlet regions.	Clare Frater	Rec'd: 20-Jun-2018

3. *Amend Crown Land Cooperation Agreements*	Responsible	Dates
Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements into one. (Consider implications for First Nations relationships.)	Clare Frater	Rec'd: 15-May-2019

ISLANDS TRUST CONSERVANCY

ISLANDS TRUST CONSERVANCY REPORT TO TRUST COUNCIL 3rd Quarter 2019-2020

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
Completed hiring process for Communications and Fundraising Specialist position Extended Kate Emmings in the Acting Manager position until May 2021. Continued consultations with Environment and Climate Change Canada to consider Section 11, Species at Risk Act Agreement Worked with the Crown Agency and Board Resourcing Office to manage new ITC Board Appointments (Linda Adams extended and Susan Hannon appointed Oct 28, 2019)	Orient new staff and board member Draft procedure for ITC Land Securement Update ecosystem mapping on MapIT Complete Fund Development Plan for ITC Board consideration Consider potential mapping projects to assist climate change objectives and CDF conservation Initiate work-planning for 2020
2. COVENANT AND PROPERTY ACQUISITIONS	
Investigated Profit a Prendre as a tool for conservation	Continue to negotiate seven covenants (S. Pender, Salt Spring (2), Keats, Thetis, and Lasqueti (2)) Continue to negotiate transfer of two properties: Sandy Beach Nature Reserve (Keats), Crystal Mountain (Galiano)
3. COVENANT AND PROPERTY MANAGEMENT	
Approved management plans for three Gambier Island nature reserves Conducted further community engagement for Denman Island management plans Developed updated management plans for Lower Mt. Erskine and Deep Ridge nature reserves on Salt Spring and began community consultation Completed nature reserve monitoring on Galiano Provided annual monitoring reports to 76 covenant landowners Began planning for new landowner contact/outreach program	Complete management plans for three nature reserves on Denman, two nature reserves and Salt Spring, and one nature reserve on Lasqueti Continue management planning for one nature reserve on Thetis Implement invasive species management in two nature reserves and nine covenant areas with help of contractor and local conservation partners

As of December 2019 the Islands Trust Conservancy protects 106 conservation properties, 30 nature reserves and 76 covenants (of which 25 have NAPTEP certificates)

3. COVENANT AND PROPERTY MANAGEMENT (CONT.)	
Approved hazard tree mitigation in one covenant area and assessed and approved removal of danger trees in the Lindsay Dickson Nature Reserve Completed a prioritization exercise for invasive species management on ITC covenants and nature reserves Continued work with the Steering Committee for the Sidney Island Forest Restoration Project Initiated trail building on Fairyslipper Forest Nature Reserve Attended annual meeting of Mount Tuam Special Management Area Resource Team, as part of property management on Salt Spring Island Joined the Capital Regional Invasive Species Partnership (CRISP), participated in meetings	Continue planning and begin implementation of new landowner contact program Assess and address hazard trees on one ITC nature reserve Support one landowner with planning an assessment of pond health on their covenant Attend regular meetings of the Steering Committee for Parks Canada's Sidney Island Ecological Restoration Project Participate in a follow-up meeting between south coast land trusts on the topic of reducing wildfire risk on covenant lands Attend bimonthly meetings of Capital Regional Invasive Species Partnership
4. COMMUNICATIONS	
Presented regarding conservation planning in collaboration with the Coastal Douglas-fir Conservation Partnership at the Land Trust Alliance of BC Seminar Series Participated in the Gabriola LTC's "Stories From Home: Exploring Key Themes to Address Gabriola's Housing Needs While Protecting the Environment" Developed and distributed Heron newsletter and Holiday cards developed	Restructure and re-write web content and source images for a new website Develop a draft social media procedure in cooperation with Communications Specialist Develop outreach plan for 2020 in cooperation with Communications Specialist and IT Program Coordinator Plan and schedule ways to celebrate ITC's 30th Anniversary 2020
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Completed ITC budget submissions to Trust Council Completed research and selection for replacement of donor database Revised and updated Fund Development Committee Terms of Reference	Continue to support the Fund Development Advisory Committee to explore funding opportunities Audit Planned Giving activities to date Develop a Planned Giving (strategic charitable giving) plan for 2020

As of December 2019 the Islands Trust Conservancy protects 106 conservation properties, 30 nature reserves and 76 covenants (of which 25 have NAPTEP certificates)

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 3-5, 2019
From:	Trust Area Services	**Date Prepared:**	November 13, 2019
SUBJECT:	Legislative Monitoring Report, December 2019		

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 chart 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 has traditionally been 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.

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, December 2019

FOLLOW-UP: No follow-up.

Prepared By: Lesley Valour, A/Senior Policy Advisor, Trust Area Services

Reviewed By/Date: Clare Frater, Director, Trust Area Services, November 13, 2019

LEGISLATIVE MONITORING REPORT
December 2019

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 four months and is organized according to the following categories:

- **PLANNED LEGISALTION** – 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 ascent, or Royal ascent has been issued but the new law or regulation has not come into force yet.

- **NEW LEGISLATION IN EFFECT –** legislation has received Royal ascent and any specified timeline for it to come in effect has occurred, or any requirement that a Regulation receive royal ascent in order for the legislation to come into 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	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
BC Building Code Amendments (proposed)	Early consultation.	Current BC Building code limits secondary suites to floor area of not more than 90 square metres, has a floor space of less than 40% of the habitable building space, located within a building containing only one other dwelling unit and located in and part of a building which is a single real estate entity. Proposed changes removes the floor area limitations, and requires a fire wall separating it from the rest of the building.	LTCs and BIM may have regulations regarding size of secondary suites. The proposed Act change will lift building code limitations, providing more freedom to LTCs/BIM to establish different sizes for secondary suites.	Once in-force, LTCs/BIM may wish to review their secondary suite regulations and amend as required. Staff will monitor for consultation opportunities.
***Aquaculture Act* and Regulations (Federal)**	Ongoing Announced: Dec 10, 2018. Public engagement Spring – Summer 2019. "What We Heard" report expected early 2020. Royal Assent expected early 2022.	Key initiatives include: • A study on the alternative technologies for aquaculture, including land and sea-based closed containment technology for fin fish. • Moving towards an area-based approach to aquaculture management – to ensure that environmental, social, and economic factors are taken into consideration when identifying potential areas for aquaculture development – including considerations relating to migration pathways for wild salmon; • Developing a framework for aquaculture risk management, based on the precautionary approach, which will ensure the sustainable management of aquaculture, and will be the overarching framework for future policies. We will work with provinces, territories, Indigenous peoples, stakeholders, and the scientific community. Creating a single comprehensive set of regulations, the General Aquaculture Regulations. This will bring more clarity for industry, stakeholders and the Canadian public about how aquaculture is managed for responsible growth in Canada.	January 2018 Chair letter to the Honourable Dominic LeBlanc, Minister of Fisheries and Oceans re request for 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.	Staff attending Baynes Sound/Lambert Channel Forum on Nov. 15, 2019 and Chair letters are being drafted to Minister of FLNROD and DFO. The Province has responsibility for issuing tenures for aquaculture. Local governments have zoning authority. This generally does not include regulating anything covered through aquaculture licenses from FOC. Once the amendments are complete, a review

PLANNED LEGISLATION	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
				should be undertaken to determine any necessary zoning amendments.
Provincial Species at Risk Legislation	On hold <u>Anticipated 2020 SAR legislation is off the table</u>, confirmed by Ministry of Environment with no details as to why or when/if it will be reintroduced.	May 2019 - BC staff working in this area are waiting on further direction. ITC staff are monitoring. The Ministry of Environment and Climate Change Strategy is developing legislation for protecting and recovering species at risk in BC and has begun an active consultation process. Consultation with local governments on the Charter began in May 2018 and will be followed up with requests to local governments to sign on to the Charter. In 2016, the Working Group struck a Species and Ecosystems at Risk (SEAR) Charter Advisory Committee to help develop a SEAR Charter between the province and local governments to provide greater clarity on roles and responsibilities of both parties. The Charter is expected to compliment the anticipated provincial SAR legislation. The SEAR Local Government Working Group (LGWG) consists of representatives from municipal, regional and provincial governments, and the Union of British Columbia Municipalities (UBCM). A jointly prepared discussion paper was completed in January 2011. The SEAR LGWG was established in the fall of 2009.	May 2019 - Islands Trust Staff sat on the SEAR LGWG. A Local Government Charter is being finalized. When it is, it is anticipated that local governments will be asked to sign. 2016 Chair letter to Ministry of Environment re provincial SAR measures.	LPS staff and ITC staff will continue to participate in the Working Group. The SEAR LGWG is developing a SEAR Tool Kit and Charter. These will be provided to trustees when available. Staff will continue to monitor.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Bill 41 – *Declaration on the Rights of Indigenous Peoples Act, 2019*	Introduced on October 24 (first Reading) and passed Second Reading on October 31, 2019.	The legislation states that "the government must take all measures necessary to ensure the laws of British Columbia are consistent with" United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). To achieve this, it sets in place a requirement that the Province prepare and implement an action plan, in consultation and collaboration with Indigenous Peoples. To ensure progress and accountability, it also requires the Province to file an annual report outlining progress that has been made towards achieving the goals of the action plan.	In March 2019 Islands Trust unanimously passed the First Nations Reconciliation Declaration.	Staff will continue to monitor the passage of the legislation and any impacts to Islands Trust.
Bill 15 - *Agricultural Land Commission Amendment Act, 2019*	Royal Assent given on May 30, 2019 - not yet in-force. Comes into force by regulation.	In 2014, the ALR created two different ALR "zones" which received different levels of legal protections: • Zone 1 covered Vancouver Islands, the South Coast and the Okanagan and prioritized agricultural protection • Zone 2 covered everywhere else in the province and consider socio-economic "values" alongside agricultural preservation goals. In 2018, **Bill 52** - *Agricultural Land Commission Amendment Act, 2018*, eliminated the Zone 1 and 2 distinction and reinforced that primary purpose of agriculture lands in the ALR. Bill 52 also limited the size of mansions on ALR lands and set rules to stop contaminated soil from being used as fill on ALR lands. **Bill 15** proposes to remove the regional panels (established in 2004) as they have been criticized for: • delegating ALC powers to other government agencies including the Oil and Gas Commission; • inconsistent decisions between regions, thus resulting in a lack of provincial consistency and oversight; and • susceptibility to regional political pressures to remove land.	**Fees** Currently, Islands Trust charges $1,500 for an exclusion request. The ALC keeps $1,200 and Islands Trust keeps $300. The ALC sets the fee structure, not Islands Trust. Islands Trust had one exclusion request in the last three years, on Salt Spring Island, which was not supported by the Local Trust Committee. If Bill 15 passes and the ALC does not change the fee structure, Islands Trust will likely be required to pay the $1,200 fee for an exclusion	Staff will continue to monitor for the Bill 15 regulations and the fee structure allowed by the ALC.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		Proposed new powers under Bill 15: • a province-wide ALC with "administrative regions" that has at least one commissioner from each region to ensure representation; • ALC Chair could strike a regional or expert panel to assess applications; • remove the ability of individual landowners from applying to exclude their land from the ALR. Applications would need to go through the area's local government or First Nation. The government suggests this will better integrate requests in to local planning. This option exists in the current Act but Bill 15 removes the option for landowners to deal with the ALC and their local government or First Nation separately; • ALC itself can apply to remove land from the ALR; • requires the ALC to prioritize "protecting and enhancing" the "size, integrity and continuity" of the ALR and its use for farming; and • improve the ALC's enforcement powers. Currently, a landowner must make two separate applications to remove land from the ALR: one to the ALC, and one to the local government.	request unless it is part of a rezoning application.	
Bill 38 – Climate Change Accountability Act, 2019	First Reading on October 30, 2019	Amendments introduced intend to strengthen the Act by mandating annual reporting requirements on reduction of carbon emissions by the BC Government. Progress will be assessed by an independent body of expert (to be established by the Province).	Not applicable.	Staff will continue to monitor.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Bill 28, *Zero-Emission Vehicles Act*	Royal assent May 30, 2019 – not yet in-force. Comes into force by regulation.	This bill sets into law the zero-emission vehicle mandate that was announced in Fall 2018 as part of the **CleanBC** economic agenda. It further outlines a credit/debit system, similar to what exists in California, in that it will allow new vehicle car dealers to meet the provincial compliance targets. In particular, the bill legislates that: "(a) in 2025 and in each subsequent year, at least 10% of all new light-duty motor vehicles sold or leased in British Columbia must be zero-emission vehicles; (b) in 2030 and in each subsequent year, at least 30% of all new light-duty motor vehicles sold or leased in British Columbia must be zero-emission vehicles; (c) in 2040 and in each subsequent year, 100% of all new light-duty motor vehicles sold or leased in British Columbia must be zero-emission vehicles."	Not applicable.	• LTC and BIM could establish parking standards for uses; • Update bylaws to specify number of parking stalls for EV's; • Could establish charging stations as an amenity for which additional density could be provided; • Advocate with BC Ferries to designate electric car parking and charging facilities at terminals.
Bill 14 - Heritage Conservation Amendment Act, 2019	Royal assent given May 30, 2019 – not yet in-force. Comes into force by regulation.	Amendments to the *Heritage Conservation Act*, mean greater protection for areas with heritage and archeological values in the province. Under the proposed changes: • people will be legally required to report discoveries of specified sites or objects with potential heritage value; • a person may be required to obtain and pay for a heritage inspection or investigation prior to obtaining a permit to alter a heritage site in some circumstances. For example, if a person wants to alter a site to develop land, but there is little or no information about the site, they may be required to complete archeological studies to gather required information;	Does not affect local planning. Planning staff already advise landowners of the process if potential archeology site in the area.	No current action planned.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		• the ministry will have enhanced powers to refuse, amend, suspend and cancel permits; and • compliance and enforcement tools will be improved. The amendments also bring BC's heritage legislation into alignment with other jurisdictions. While changes to reporting requirements will come into effect through regulation, expected within the next year, the remainder of the changes came into effect when the bill received royal assent. Local governments have separate powers for heritage protection under s.15 of the *Local Government Act*. This section is not impacted by the new legislation.		

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Riparian Areas Regulation (RAR) became the *Riparian Areas Protection Regulation* (RAPR)	Regulation came into force on November 1, 2019	The Riparian Areas Regulation is being amended to; • provide improved oversight for the ministry, • incorporate training requirements, and • provide additional detail and rigour in the application of regulatory standards. The changes enact some of the recommendations of the Ombudspersons review of the Riparian Areas Regulation.	Proposed bylaw amendments to Gambier Official Community Plan and Land Use Bylaw All local trust areas have updated their OCP/LUBs to be compliant with the Riparian Areas Protection Regulation (previously Riparian Areas Regulation).	No current action required.
Amendments to Bill C-68 *Fisheries Act*; and C-69	Royal assent given June 21, 2019. Multiple sub-sections are	The new amendments enhance Indigenous consultation requirement for mining, pipeline and other projects that require federal impact assessments.	Previous Chair letters sent during 2018/19: • Aug 1, 2019 - Regional	No current action planned.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Impact Assessment Act, *Canadian Energy Regulator Act*, *and Canadian Navigable Waters Act*) (Federal)	In-force while others come into force by Governor in Council.	Changes were made to the *Fisheries Act* in 2012 that diminished the ability to protect fish and fish habitat. Proposed amendments would: • restore lost protections by returning to comprehensive protection against harming all fish and fish habitat • strengthen the role of Indigenous peoples in project reviews, monitoring and policy development • recognize that decisions can be guided by principles of sustainability, precaution and ecosystem management • promote restoration of degraded habitat and rebuilding of depleted fish stocks • allow for the better management of large and small projects impacting fish and fish habitat through a new permitting framework and codes of practice • create full transparency for projects with a public registry • create new fisheries management tools to enhance the protection of fish and ecosystems • strengthen the long-term protection of marine refuges for biodiversity • help ensure that the economic benefits of fishing remain with the licence holders and their community by providing clear ability to enshrine current inshore fisheries policies into regulations • clarify and modernize enforcement powers to address emerging fisheries issues and to align with current provisions in other legislation. The enactment also makes consequential amendments to other Acts.	Cooperation for a Moratorium on the Pacific Herring Fishery in the Salish Sea • July 19, 2019 - Moratorium on the Pacific Herring Fishery in the Salish Sea • Feb. 8, 2018 - Draft 2017/2018 Pacific Herring Integrated Fisheries Management Plan • Jan 2, 2018 - Request for ecosystem-based study of potential impacts of the Integrated Geoduck Management Framework 2017 on the health of the Salish Sea	

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDSTRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Trans Mountain Pipeline (federal ruling) – six challenges from Indigenous groups allowed to proceed, six others dismissed	Under review by Federal Court of Appeal. Proponent building the pipeline stating "the [judicial review] applications are challenging the decisions made…but do not… negate the pre-existing approvals provided by…governmental authorities until and unless the court rules otherwise.	On September 4, 2019, the Federal Court of Appeal agreed to hear six of 12 challenges to the Governor in Council's (essentially the Federal Government but technically separate) approval of the Trans Mountain Pipeline. Six issues allowed – grounds that will be able to proceed: The court will review the adequacy of consultation in the period between August 30, 2018 and June 18, 2019. Six issues dismissed - grounds that will not be able to proceed: • Conflict of interest and bias – the Court reject the argument that the Governor in Council (owner of the pipeline) is not the Government of Canada, and therefore since it is a separate entity there is no conflict of interest. • Environmental issues and reasonableness of the decision - the Court found the environmental issues on species at risk, greenhouse gas emissions, need for the project, and others, were either raised and rejected, or should have been raised, in the challenge to the original approval, and could not now be re-litigated. • Deficiencies in the National Energy Board's Report - the Court rejected the allegations of deficiencies in the report on project-related marine shipping. • Consultation – the court narrowed the challenge to consult, noting that the duty to consult does not require the consent of Indigenous groups. The Court stated the arguments must be focused on the "process, quality and conduct of the consultation" as opposed to the outcome.	See above.	Staff will continue to monitor.

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
Saving Orcas by Protecting Fish Spawning Beaches.	Published October 2019. Will be available on the UVic Environmental Law Centre site.	Summary of threats to Orca population and connection to forage fish spawning habitat. Examination of jurisdictions of all levels of governments and recommendations map habitat and require shoreline protections	Chair letter sent on Moratorium on Herring Fishery in the Salish Sea	Staff will continue to monitor issue.
Private Managed Forest Land Act Program Review – Public Engagement – What We Heard Report	Published October 2019	1,225 completed online questionnaires received. The following is selected information most relevant to Islands Trust: • Nearly two thirds of respondents (62%) disagreed that the key public environmental values specified in the PMFL are sufficient. • The majority (70%) of respondents disagreed that the current regulatory framework is effective in supporting achievement of the management objectives specified in the PMFL Act. • The majority of respondents (72%) reported they do not feel informed of forestry activities that may occur, or have occurred, on Private Managed Forest Land in their community, while 21% feel informed and 7% say this it is not a concern for them. Most respondents indicated they were not aware that the Ministry could assist them nor were they aware of the Managed Forest Council. Key Themes from Written Submissions (283 received): • Local Government: There is a high level of concern among local governments who responded that private managed forest land should be managed to consider cumulative effects and better protect community watersheds, as well as hold private forest land owners with forestry operations more accountable. They argue that local government should have greater authority to oversee	Written submissions sent from: • Islands Trust Council • Gambier Island Local Trust Committee to Ministry of Forests, Lands, Natural Resources, and Rural Development for inclusion in the report.	Staff will continue to monitor.

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
		forest operations that affect communities. • PMFL Owners: There is general support for the current program and the need to continue being exempt from local government bylaws that may impede forestry operations. • Indigenous Nations: Generally, Indigenous Nations are concerned that PMFL owners are not managing their lands to sustainable forest practices standards and they are frustrated with the lack of protection of their traditional use and spiritual sites.		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
Proactive Vessel Management National Framework	Chair letter submitted September 30, 2019	The Government of Canada as part of the Oceans Protection Plan, Indigenous partners, and marine stakeholders have created a draft National Framework for Proactive Vessel Management (PMV). It provides guidance for a PMV approach in local waterways to address vessel traffic issues cooperatively with consensus-based decisions.	Transport Canada requested submissions on its draft PMV framework, so Islands Trust consulted with a subject matter expert and submitted a response on behalf of IT.	Staff will continue to monitor issue and review final report when published.
Request for public input on impacts of climate change in BC	Open until January 10, 2020	The BC Government is seeking public input to help them prepare for climate change. They are looking at a "range of significant health, social, economic and environmental consequences from climate change".	Not applicable to specific initiative as this is a new request.	Trustee direction sought.
Request for public input to improve	Open until January 31, 2020	Public input can be provided at EmergencyProgramAct@gov.bc.ca.	Not applicable as Islands Trust is not responsible for emergency management.	Trustee direction sought.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
emergency management in BC		The BC Government is updating the *Emergency Program Act*, introduced in 1993, to incorporate international best practices and to address the frequent floods and wildfires occurring due to climate change.		
Rebates for EV Charging Stations	Rebates available until March 31, 2020	BC Hydro and CleanBC are offering up to $4M in rebates to buy and install electric vehicle (EV) charging stations at home and at work. Homeowners can get a $350 provincial rebate and a $2,000 rebate is available for condominiums, apartments and workplaces.	Not applicable.	No current action planned.
Coastal Ferry Vision Engagement	Public comment will open early 2020 through online submission portal.	The government intends to develop a broad provincial vision to ensure the right ferry services are in place in the future. The visioning process may include exploring additional ways of connecting coastal communities, such as: • supplementing current services with passenger-only ferries; • expanding transportation choices; and • innovations to reduce greenhouse gas emissions.	The Minister of Transportation and Infrastructure hosted five community meetings in early November to gather feedback on ferry services, and some Trustees attended.	Staff will send a notice and link to Trustees when the public online submission portal opens.
Joint UBCM-Provincial Short Term Rental (STR) Committee	Committee will run November 2019 to April 2020	A new provincial – UBCM advisory group will provide the province with policy options to strengthen the regulation of short-term rentals. The committee will outline key considerations and ideas for the Province and local governments for potential STR related policy options to support STR strategies.	Multiple LTCs and Bowen Island Municipality regulate short-term rentals.	Chair Luckham and Vice-Chair Rogers will represent Islands Trust Council.
Rural Dividend Program Announcement	Suspension of program for one year.	The BC Government is redirecting the $25M allocated to the Rural Dividend Program for one year to support workers and families impacted by mill closures and curtailments which will be added to $69M already earmarked.	Chair letter sent to Premier of BC requesting designation	Staff will continue to monitor.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
LNG ship-refuelling facility at the Vancouver Fraser Port Authority	For Information	The B.C. government is joining the Vancouver Fraser Port Authority and FortisBC to establish the first ship-to-ship LNG marine refuelling — or bunkering — service on the west coast of North America. This proposal would expand to develop ship-to-ship bunkering so that large vessels can be fuelled from a fuelling vessel that fills up at an on-shore jetty at Tilbury Island on the Fraser River.	Not applicable to specific initiative as this is a new proposal.	Staff will continue to monitor.
LNG facility approved by Squamish Nation	For Information	The Squamish Nation in BC has signed off on a land deal that will allow construction of a liquefied natural gas facility just outside Vancouver, by Howe Sound.	Not applicable to specific initiative as this is a new project.	Staff will continue to monitor.
Water Sustainability Plans: Potential, Options, and Essential Content	Published October 2019 by POLIS Project, UVic Environmental Law Centre and Centre for Global Studies	The purpose of this Innovation Brief is to explore the potential of Water Sustainability Plans (WSPs) enabled by British Columbia's Water Sustainability Act. They can assist watershed communities to begin addressing many of the challenges of the land and water governance regime in B.C., to improve watershed health, and to support collaborative governance between Indigenous communities, the provincial government, and other local actors.	Past letters from the Chair.	No current action planned.
Development Approvals Process Review Report	Published September 2019	The Minister of Municipal Affairs and Housing initiated a review of the development approval process by conducting a province-wide Stakeholder consultation process. The province will work with local government and UBCM to improve current developmental approval processes.	Not applicable.	Staff will continue to monitor.
Local Government	Published September 2019	The 2018 CARIP report includes: • Updates on local government progress towards carbon neutrality	Islands Trust submits annuals CARIP reports	No current action planned.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
Climate Actions 2018		• Highlights of climate mitigation and adaptation actions taken by small, medium, and large communities across B.C • List of funding sources and programs used by local governments in support of climate action		

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 3-5, 2019
From:	Trust Programs Committee	**Date Prepared:**	November 1, 2019
SUBJECT:	**State of the Islands Indicator Project: Final Report**		

PURPOSE: To provide the *State of the Islands Indicator Project: Final Report* to Trust Council.

BACKGROUND: In 2016, Trust Programs Committee approved the purpose of the State of the Islands project as follows:

> *to provide a snapshot of Islands Trust Area indicators (ecological and socio-economic) to assist Trust Council to clarify its vision for sustainability in the Islands Trust Area and measure its progress in achieving that vision.*

In 2016 an interim report was submitted, titled *State of the Islands Indicator Project: Interim Report*. The Interim Report did not include socio-economic information for 2016 since Statistics Canada had not published this data. In October 2019, an update to this report was undertaken to include the previously unpublished 2016 census data. Updating the report also provided an opportunity to include information regarding cultural and archaeological presence, and to update a few of the environmental indicators that had new data available that did not require substantial analysis.

In February 2016 Trust Programs Committee approved Forum Research Inc. to conduct a survey of Islands Trust residents on a variety of indicators to be used in conjunction with the State of the Islands Report. Indicators included: population growth/median age, housing (rental and ownership), ferry fares, income inequality, residency of property owners, subdivision rates, percentage of high biodiversity areas protected, GHG emissions, shellfish harvesting closures, freshwater quantity, and heritage buildings.

The information collected in the survey was analyzed and an additional report was produced, *The Islands Trust, Life on the Islands – Area Resident Survey, Final Results.* This Area Resident Survey Report accompanied the State of the Islands Interim Report in 2016. It has also been incorporated into the 2019 State of the Islands Final Report; however, this information was not updated due to resource limitations.

ATTACHMENT(S): State of the Islands Indicator Project: Final Report

FOLLOW-UP: Once the report has been received by Trust Council, staff will make it available on the Islands Trust website and circulate it to staff.

Prepared By: Lesley Valour/A/Sr. Policy Advisor

Reviewed By/Date: Clare Frater/Director, Trust Area Services, November 1, 2019

November 2019

State of the Islands Indicator Project: Final Report

Explanatory Text
Clare Frater, *Director, Trust Area Services*
Lesley Valour, *A/Senior Policy Advisor*

Socio-Economic Statistics
Bhupinder Dulku, *Sustainability Analyst (June – September, 2016)*
Lesley Valour, *A/Senior Policy Advisor*

Geographic Information System Generated Statistics
Nigel Hughes, *Computer Applications Support Technician*

Photographs courtesy of
Kristine Mayes

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Contemplating the Islands, Mt. Erskine, Salt Spring Island

I. Introduction

Why is reporting on the state of the Islands important? Informed discussions about how we can all preserve and protect the Islands Trust Area depend on being firmly grounded in the realities that surround us. All too often, in the absence of insightful indicators, we form opinions and beliefs based on anecdotal experiences or feelings about how things are. This report includes a selection of socio-economic and environmental indicators that illustrate what is happening on our islands and in our communities.
An Interim Report was published in August 2016; however, data from the 2016 census was not available for inclusion. This Final Report includes 2016 census data and updates to some previously reported indicators.

The 'State of the Islands' indicators will support public engagement and help the current Trust Council, as well as future Trust Councils, to measure the progress of the Islands Trust in achieving its vision of "preserving and protecting" the Trust Area.

Coast Salish Territory

The Islands Trust Area is located within Coast Salish territory, home to the Coast Salish Peoples of BOḰEĆEN, Cowichan, Halalt, Homalco, K'ómok, Klahoose, Lake Cowichan, Lekwungen, Lyackson,

MÁLEXEŁ, Penelakut, Qualicum, Scia'new, sel̓íl̓witulh, SEMYOME, Shíshálh, Snaw-naw-as, Snuneymuxw, Sḵwx̱wú7mesh, ST̓ÁUTW̱, Stz'uminus, SXIMEŁEŁ, T'Sou-ke, Tla'amin, Tsawwassen, We Wai Kai, Wei Wai Kum, W̱JOŁEŁP, W̱SIḴEM, and xʷməθkʷəy̓əm since time immemorial.

For over 10,000 years, Indigenous Peoples of these lands and waters have passed down wisdom, laws, teachings, and governance systems through their kinship ties and cultural ways. Coast Salish Peoples have protected the lands, waters, culture, and health of their treaty and traditional territories.

First Nations within the Islands Trust Area have modern and historic treaties or traditional territories that define their village sites, cultural areas, resource and gathering areas, trade routes, and sacred sites. Protection and preservation of these places is vital to their cultural heritage. First Nations governments work with all levels of government to preserve and protect their inherent rights for future generations

Coast Salish Peoples have a rich and vibrant economic, social, cultural, and spiritual life that is intricately connected to the islands and waters of the Trust Area. The history of Coast Salish Peoples is sustained in the language, place names, village sites, cultural and sacred sites that encompass the whole of the Islands Trust Area.

Tsawout Reserve, Salt Spring Island

II. Indicators by Trust Area

Socio-Economic Indicators

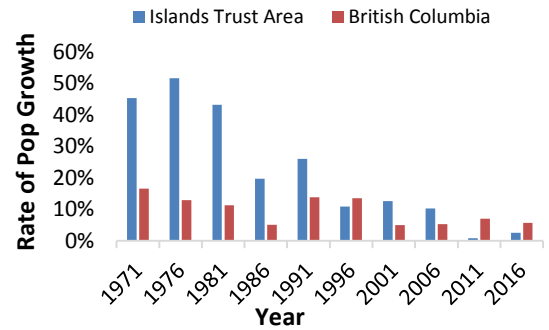
Demographics

Derived from 1971 to 2016 census data from Statistics Canada, these demographic indicators explain trend information on four key aspects: population growth rate, percentage of children and seniors, and median age. The Trust Area has been compared to trends experienced by the Province of British Columbia (BC). Children are defined as persons aged 0-19 years old and seniors as persons aged 65+. More than 28,000 Coast Salish people call the Islands Trust Area their homeland.

Key Findings - Population Growth Rate

- The population of the Trust Area from 2006 to 2016 has grown approximately 3.38%, whereas BC has grown 13.14%
- Both BC and the Trust Area follow similar trends of a decreasing per centage of children, an increasing percentage of seniors, and an increasing median age. The Trust Area in 2016 had a median age 18.4 years older than BC, compared to 11.4 years older in 2006.
- In 2006, the Trust Area's population of seniors was 21.7% compared to only 14.3% across BC. In 2016, the Trust Area's population of seniors was 33% compared to 18.3% across BC.
- In 2006, the Trust Area's youth population (age 0-19 years) was 17.3% compared to 23.2% across BC. In 2016, the Trust Area's youth population was 14.3% compared to 20.4% across BC.
- Though the Trust Area's population growth rate has increased with each census since 1971 (since Islands Trust began tracking), the population growth rate was highest between 1971 and 1991, when it surpassed the population growth rate of BC. Between 1996 and 2006, the growth rate began to plateau at approximately 10%; and from 2006 to 2016 the Trust Area's population growth rate slowed, falling below the population growth rate for the province.
- Between 2006 and 2016, the population decreased in the following local trust areas: Gabriola, Galiano, Gambier, Hornby, Mayne, Saturna, South Pender, and Thetis. The biggest population decrease was experienced in the Galiano Island Local Trust Area (215 people). The remaining islands experienced a modest increase in population, with the largest absolute growth occurring in the Salt Spring Island Local Trust Area (860 people).

Population Growth Rate
Islands Trust Area vs. British Columbia



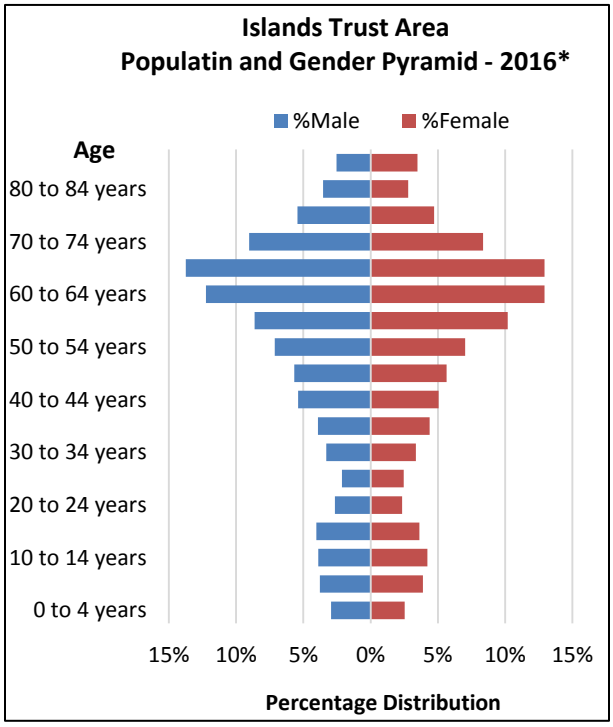
	Trust Area		British Columbia	
	2006	2016*	2006	2016
Population:	25,385	26,245	4.11 M	4.65 M
% of Children (0-19):	17.3%	14.3%	23.2%	20.4%
% of Seniors (65+):	21.7%	33.0%	14.3%	18.3%
Median Age:	52.2	61.4	40.8	43.0

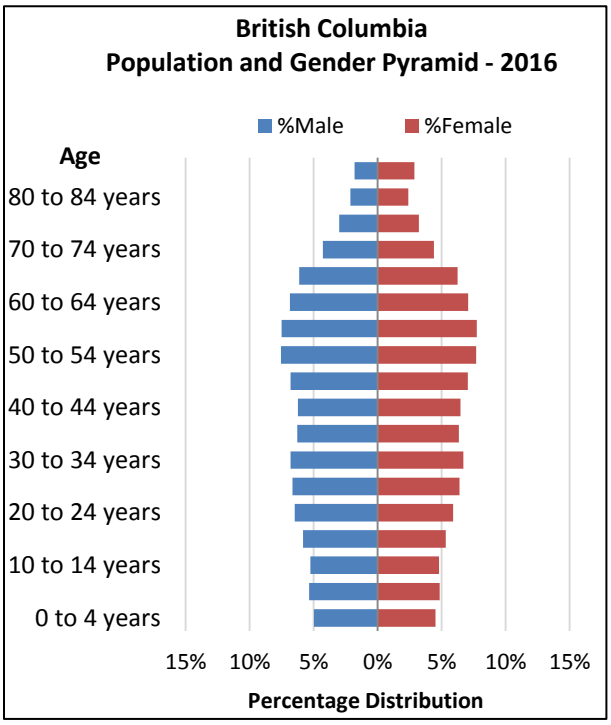
*2016 census data was not available for Lasqueti Island Local Trust Area; 2011 data was used instead.

Source: Adapted from Statistics Canada, Custom Tabulations, 1971-2016 Census. This does not constitute an endorsement by Statistics Canada of this product. Adapted from Statistics Canada, Semi-custom Profile, 2011 Census. This does not constitute an endorsement by Statistics Canada of this product.
Limitations: See 2011 Statistics Canada Data Quality and Confidentiality Standards and Guidelines.

Key Findings – Aging Population

The population of the Islands Trust Area is aging. By 2050 many properties on the islands will have been sold or bequeathed, and this presents both opportunities and challenges for place protection planning and land conservation. Island population growth is influenced by land use decisions about zoning, dwelling sizes, and permitted land uses, along with owners' decisions about whether to live-in or rent their homes full-time.





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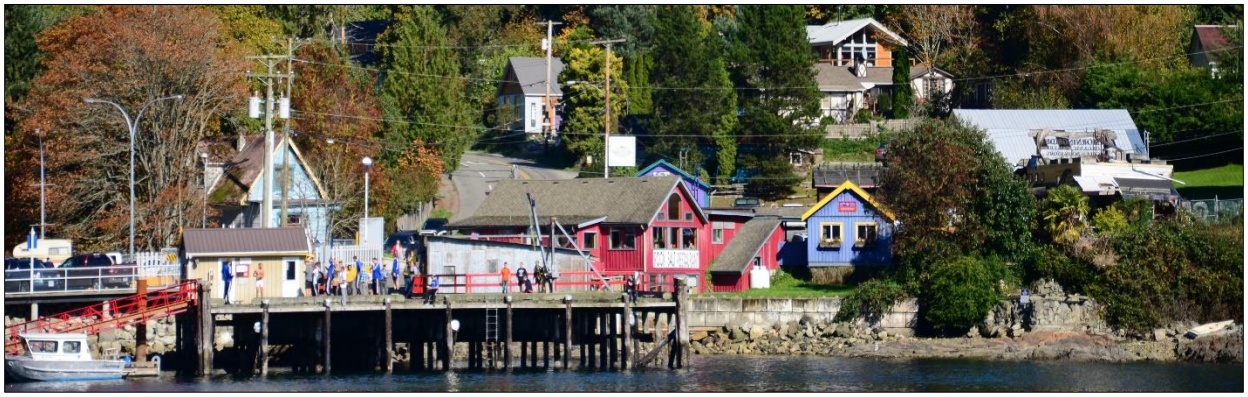
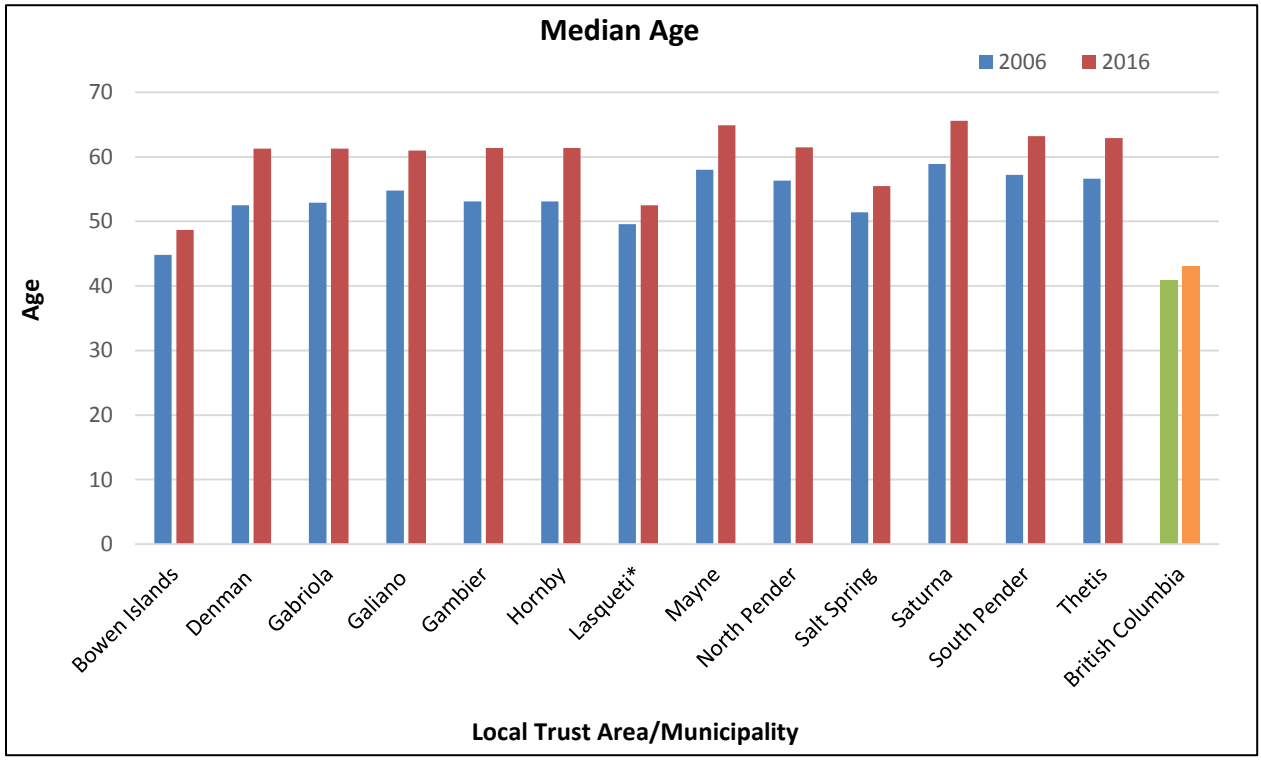


Fulford Harbour, Salt Spring Island

Key Findings - Median Age

Median age is the point where exactly one-half of the population is older, and the other half is younger. The increase of the median age is one of many indicators that a population is aging, a development that has implications for the labour force, economy, social services and health-care systems.



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Limitations: See 2011 Statistics Canada Data Quality and Confidentiality Standards and Guidelines.

Land Title

This indicator uses residential and farm land title information from BC Assessment. The data illustrates four aspects of island property ownership: where owners of Trust Area properties live (local, BC, Canadian and non-Canadian ownership); subdivision rates (rates of increase of folios/parcels); assessed property values, and the size of the land held. The dates of the data include three snapshots: 1978, 2005 and 2016. All Crown and commercial properties are excluded to allow for a focus on residential trends.

Key Findings – Land Title

- Between 1978 and 2005, the number of folios (parcels) in the Islands Trust Area doubled from 10,963 to 21,490.
- Since 2005, Islands Trust property owners are predominantly local (52%) and from BC (40%). While the proportion of properties owned locally has increased from 10% in 1978 to 52% in 2016, the percent of properties owned internationally has been stable at 4% since 1978.
- From 2005 to 2016, assessed values for parcels zoned residential increased from $7.6B to $11.7B.

Land Title Information for the Trust Area

1978						
Trust Area	**Folios**	**Per centage**	**Value ($)**	**Per centage**	**Size (ha)**	**Per centage**
Local	1,070	9.8%	-	-	-	-
BC	8,373	76.4%	-	-	-	-
Canada	1,067	9.7%	-	-	-	-
International	453	4.1%	-	-	-	-
Totals	10,963	100%	-	-	43,212	
2005						
Trust Area	**Folios**	**Per centage**	**Value ($)**	**Per centage**	**Size (ha)**	**Per centage**
Local	11,340	52.8%	4,262,637,254	56.3%	22,771	47.2%
BC	8,334	38.8%	2,678,448,063	35.4%	21,142	43.9%
Canada	972	4.5%	288,357,400	3.9%	1,497	3.1%
International	844	3.9%	339,687,500	4.5%	2,789	5.8%
Totals	21,490	100%	7,569,130,217	100%	48,199	100%
2016						
Trust Area	**Folios**	**Per centage**	**Value ($)**	**Per centage**	**Size (ha)**	**Per centage**
Local	12,019	51.9%	6,534,912,215	56.0%	24,475	49.2%
BC	9,174	39.6%	4,214,404,393	36.1%	21,063	42.4%
Canada	1,077	4.6%	436,733,586	3.7%	1,602	3.2%
International	909	3.9%	485,464,732	4.2%	2,590	5.2%
Totals	23,179	100%	11,671,514,926	100%	49,730	100%

Source: BC Assessment, 2005, 2016. *Islands Trust: Some Basic Statistical Data for the Designated Islands, 1978.*

Limitations: This data set excludes the Ballenas Winchelsea (Executive Islands). The methodology for the 1978 data is unknown and may be different from the methodology applied to the 2005 and 2016 data.

Transportation: Ferry Ridership

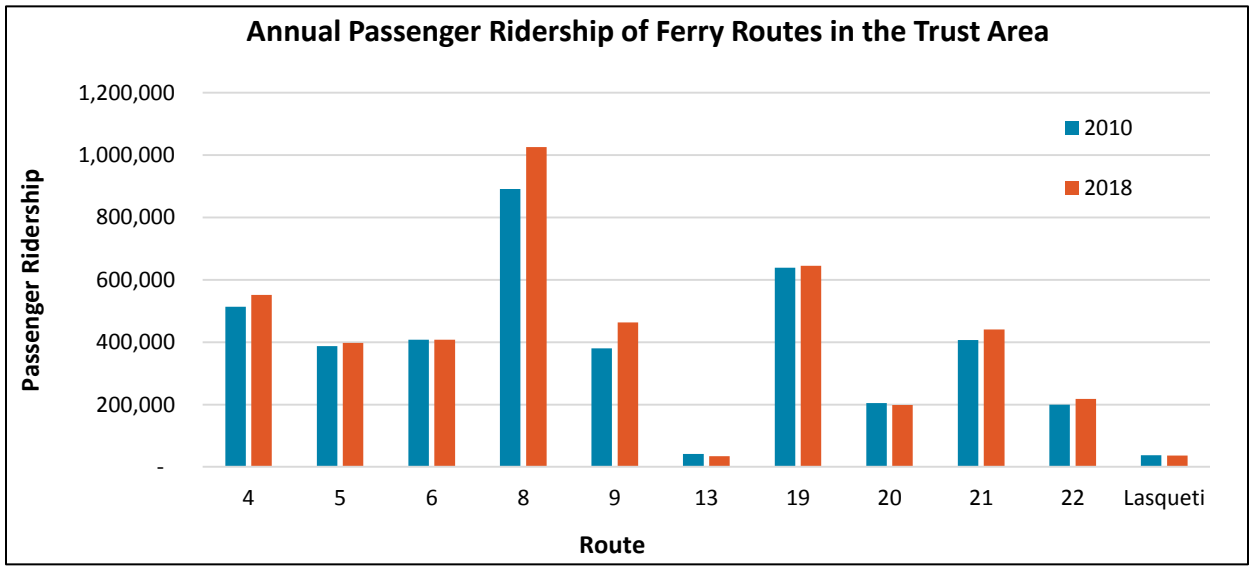
There are many possible reasons why ferry ridership numbers can vary over time. For the last decade or so, coastal communities have been concerned that increasing ferry fares were negatively affecting ferry ridership level and, by extension, local economies.

BC Ferries - Routes Numbers Correspond Accordingly:

- Route 4 – Victoria (Swartz Bay) - Salt Spring Island (Fulford Harbour)
- Route 5 – Victoria (Swartz Bay) - Southern Gulf Islands -- Galiano Island (Sturdies Bay), Mayne Island (Village Bay), Pender Island (Otter Bay) and Saturna Island (Lyall Harbour)
- Route 6 – Salt Spring Island (Vesuvius Bay) to Crofton (Vancouver Island)
- Route 8 – Vancouver (Horseshoe Bay) – Bowen Island (Snug Cove)
- Route 9 – Metro Vancouver (Tsawwassen) to Southern Gulf Islands (Galiano Island, Mayne Island, Northern Pender Island, Salt Spring Island, Saturna Island)
- Route 13 – Gibsons – Sunshine Coast (Langdale) to New Brighton – Gambier Island (New Brighton) to Keats Landing – Keats Island West (Keats Landing)
- Route 19 – Nanaimo (Nanaimo Harbour) to Gabriola Island (Descanso Bay)
- Route 20 – Chemainus (Chemainus) to Thetis Island (Preedy Harbour) to Penelakut Island (Penelakut Island)
- Route 21 – Denman Island West (Denman Island West) to Buckley Bay (Buckley Bay)
- Route 22 – Denman Island East (Gravelly Bay) to Hornby Island (Shingle Spit)
- Lasqueti – Western Pacific Marine, private ferry operator

Key Findings – Ferry Ridership

Between 2010 and 2018 annual passenger ridership, as well as seasonal ridership, increased across most BC Ferries routes in the Islands Trust Area. Lasqueti Island has a private passenger only ferry service, which tracks annual passenger ridership but not monthly ridership, so a seasonal comparison is not possible for this route.



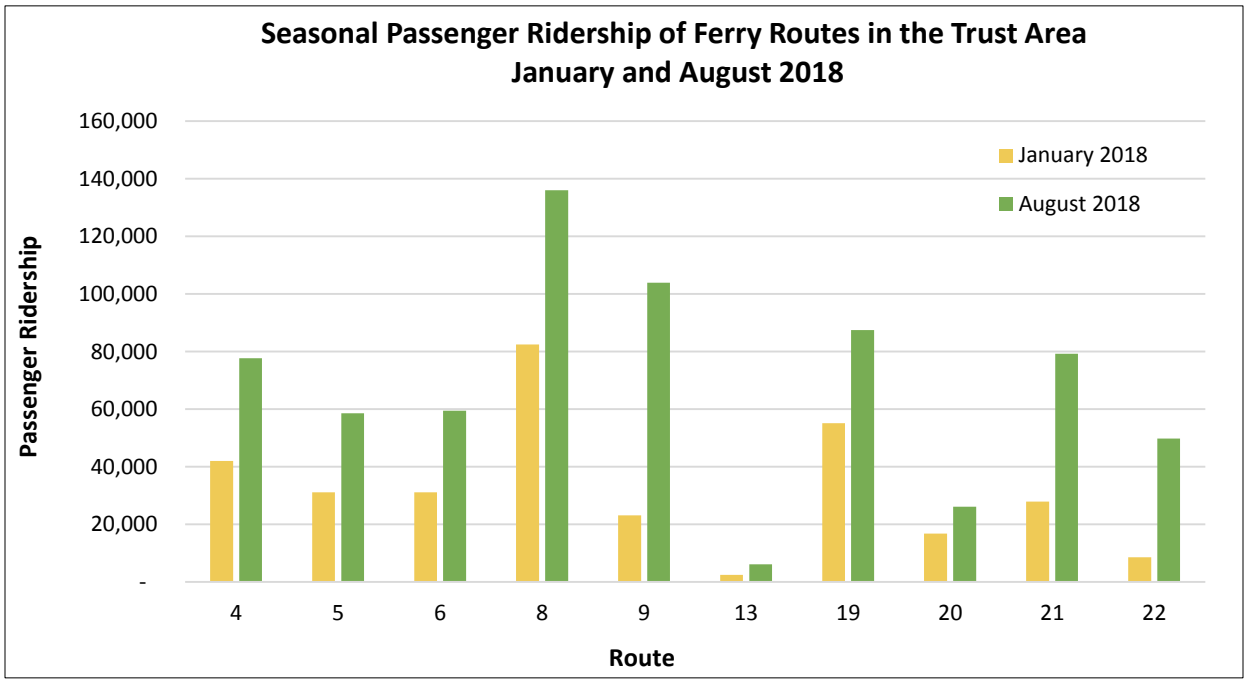
Source: BC Ferries. *Traffic Statistics.* Year End as of December 2010 and December 2018; Western Pacific Marine Ltd. – Lasqueti Ferry Services

BC Ferries - Seasonal Population Change

The Island Trust Area is cherished by British Columbians as a world-renowned tourism destination. The beauty, climate and culture of the islands make it a popular summer holiday destination. The influx in summer visitors stimulates local economies and provides residents with opportunities to share their art, farm products, and services. However, the seasonal population increase results in increased pressure on water resources at a time when natural systems are often already under stress due to drought, and the increase in people heightens the wildfire risk.

Key Findings – Seasonal Population Change

In 2018, passenger ridership to the Trust Area was 51.2% higher in August than in January.



Source: BC Ferries. *Traffic Statistics.* January 2018 and August 2018.

Limitations: Unable to include Lasqueti due to a lack of seasonal ridership information.

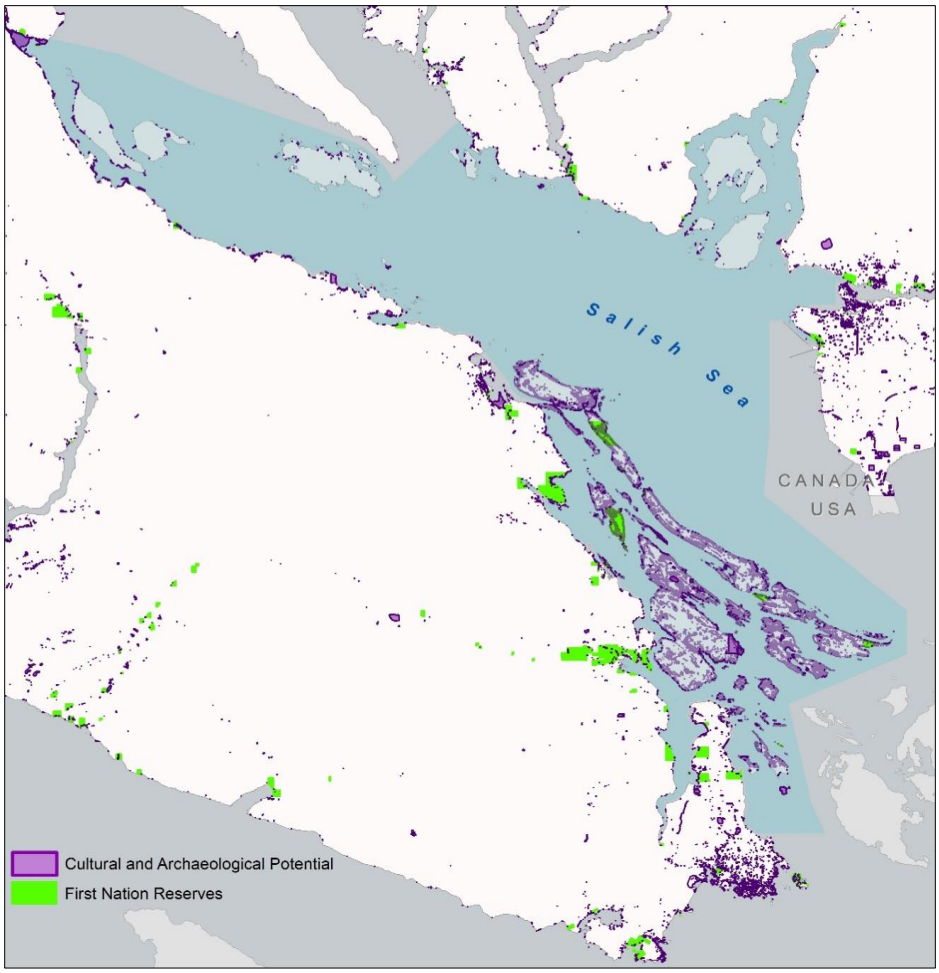
BC Ferries, Mayne Island

Cultural and Archaeological Presence

Middens are places of cultural and archaeological heritage for the First Peoples of the Salish Sea and Coast Salish territory. A midden is found by or within a village site or resource gathering area and defines an area that has been utilized for thousands of years. Middens tell us about how vital resources were sustained over time. They also provide scientific understanding of the past that is key to understanding climate change impacts, and human activity.

Sites within the Islands Trust Area can be over 8,000 years old, and any archaeological site on private or public land is protected under the Heritage Conservation Act. Middens can contain archaeological artifacts, tools, and ancestral remains. Removal of items or impacts to middens contribute to the destruction of cultural heritage, language, and knowledge, and has long-term impacts for reconciliation with First nations.

Preservation and protection of middens, cultural heritage, and archaeological sites is essential. If you find an artifact, ancestral remains, or discover a midden on public or private property, contact the Islands Trust or the Archaeology branch of the provincial government. We all have a role to play in preserving and protecting the cultural heritage of the Islands Trust Area now and into the future.



Environmental Indicators

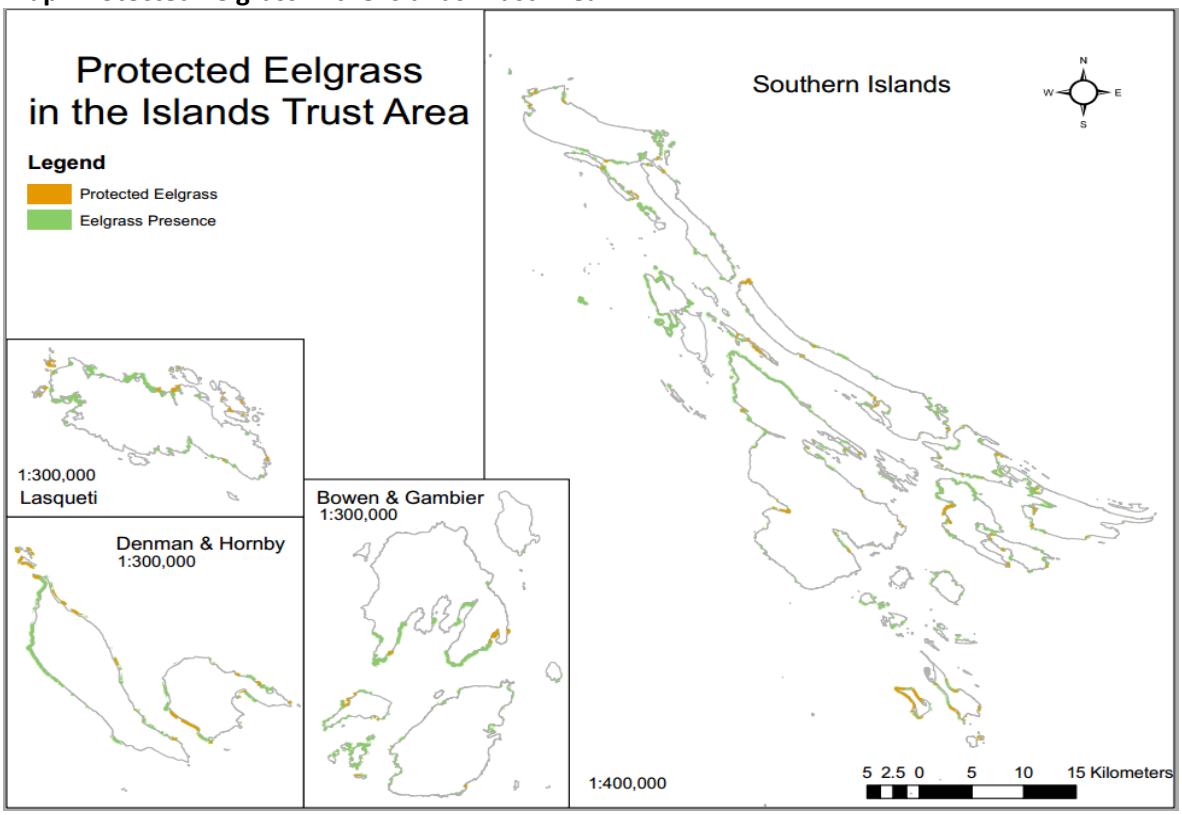
Eelgrass

Eelgrass (Zostera marina) is a flowering marine plant that provides critical habitat to fish, shellfish, birds and mammals. It grows at or below the low tide line in soft sediment. Eelgrass meadows serve as a nursery habitat, providing food and protection for over 80% of the region's commercially important fish and shellfish species at some point in their lifetimes. Sometimes called 'salmon highways', eelgrass habitat is essential to the survival of all species of salmon along our coast. Activities and structures on land and in the marine environment can negatively impact eelgrass and the species that depend on it.

Key Findings - Eelgrass

- 19% of the Islands Trust shorelines mapped for eelgrass had eelgrass present.
- 43% of known eelgrass meadows in the Islands Trust Area have some measure of protection through a marine or terrestrial protected area.

Map: Protected Eelgrass in the Islands Trust Area



Source: Islands Trust Area Geographic Information System

Limitations: Between 2012 and 2014, the Islands Trust Conservancy mapped eelgrass habitats along the shores of the following areas: Ballenas-Winchelsea, Bowen, Denman, Gabriola, Galiano, Gambier, Hornby, Lasqueti, Mayne, North and South Pender, and the associated islands of the North Pender Island Local Trust Area, Thetis and Valdes Islands, Salt Spring Island and Saturna Island. The percentages developed through Geographic Information System analysis are estimates only. Eelgrass was given a protected status if it was within a marine park or adjacent to an upland protected area.

Docks

The Docks indicator provides a baseline on the number of docks and marinas present in the Islands Trust Area. Private docks offer waterfront owners convenient access to the water and are often a lifestyle choice that attract waterfront owners to the Islands Trust Area. However, large docks or large numbers of small docks can reduce the public's enjoyment of their shorelines. Also, depending on where they are located and how they are built, docks can have negative environmental impacts.

During dock construction, machines often damage marine plants and the presence of pilings may lessen chances of plant regrowth (Environmental and Aesthetic Impacts of Small Docks and Piers, 2003). Once built, docks block sunlight necessary for marine life survival and boats using docks may damage marine plants with their props or by stirring up bottom sediments. This is of particular concern for eelgrass and kelp beds which are important fish nurseries. Over time, the wood preservatives applied to pilings or docks can leach into the water and contaminate the food chain.

As docks age, they can create new problems by shedding Styrofoam which contaminates the ocean and threatens marine life, or become derelict structures that detach from land and threaten navigation. Fisheries and Oceans Canada bans the harvesting of shellfish, an important First Nations resource for food, social and ceremonial purposes, less than 125 metres from a dock because of the risk of contamination.

Dock Indicator:

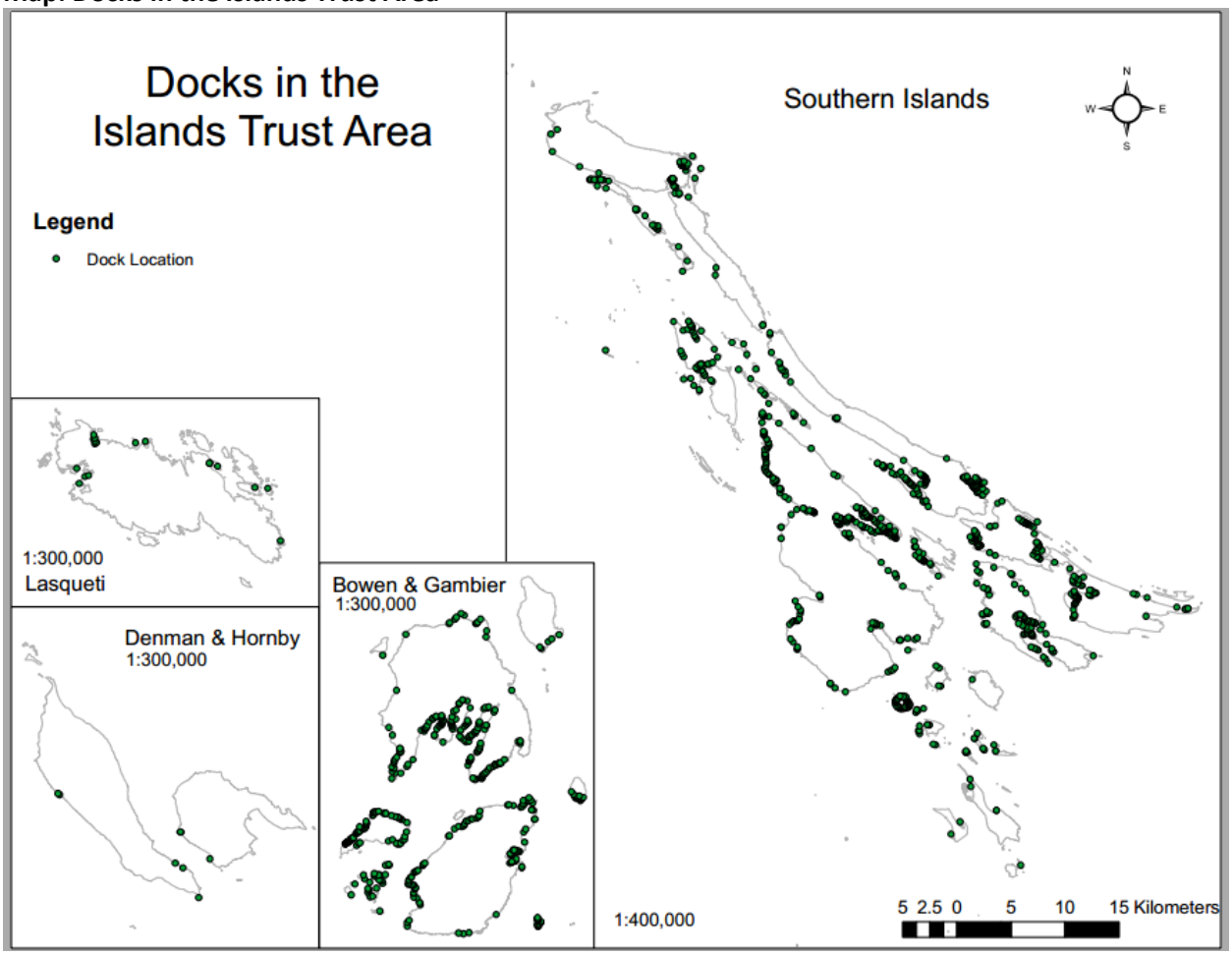
Trust Area	Total Docks
Bowen	98
Denman	3
Executive	6
Gabriola	63
Galiano	127
Gambier	341
Hornby	2
Lasqueti	17
Mayne	76
North Pender	104
Salt Spring	312
Saturna	55
South Pender	14
Thetis	57
TOTAL	**1,275**

Key Findings - Docks

- There are approximately 1,275 docks in the Islands Trust Area.
- The number of docks in a local trust island or municipality range from two on Hornby Island which has no private docks to 341 on Gambier Island which does not have a vehicle ferry

Source: Islands Trust Area Geographic Information System.
Limitations: The dock numbers are based on a manual count and visual interpretation of docks in Islands Trust aerial photos from 2013-2014. The accuracy of the count could be compromised when docks are obscured by shadow or tree cover. A marina was only counted as one dock and BC Ferries docks were not included.

Map: Docks in the Islands Trust Area



Source: Islands Trust Geographic Information System

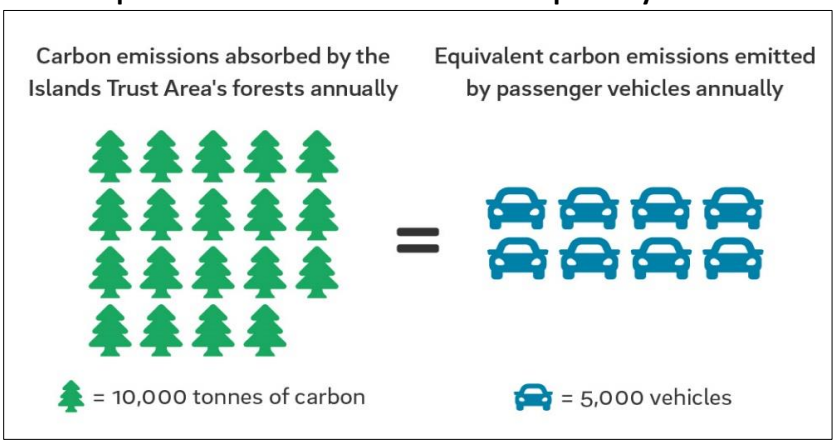
Carbon Sequestration in Forests

According to a 2014 study, the forests of the Islands Trust Area store and sequester more carbon than Coastal Douglas-fir forests outside the Trust area. Carbon storage results may indicate a higher forest density and higher amounts of mature forest in Islands Trust area. Carbon sequestration results are likely due to a higher density of maturing forests, which tend to store and take in more carbon to support their growth.

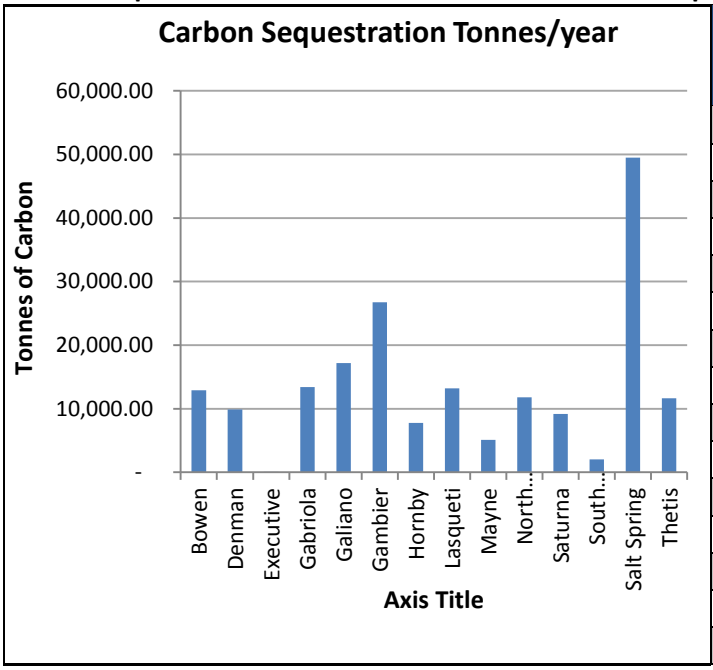
Key Findings – Carbon Sequestration in Forests

- The Trust Area, as a whole, sequesters 190,506 tonnes of carbon per year, which equates to about 40,241 passenger vehicles per year.
- On average, forests in the Islands Trust area store 82% more carbon per hectare than forests in the rest of the Coastal Douglas-fir zone.
- On average, forests in the Islands Trust area have the potential to absorb 43% more carbon per hectare over the next 20 years than forests in the rest of the Coastal Douglas-fir zone.

Annual Equivalent of Carbon Emissions Absorption by Islands Trust Area Forests



Carbon Sequestration in the Islands Trust Area – Tonnes per Year



Local Trust Area	Sequestration (Tonne/Year)	Equivalent to Number of Vehicles
Islands Trust	**190,506.50**	**40,241**
Bowen	12,886.61	2,722
Denman	9,872.25	2,085
Executive	88.98	18
Gabriola	13,416.68	2,834
Galiano	17,187.42	3,631
Gambier	26,745.98	5,650
Hornby	7,770.89	1,641
Lasqueti	13,221.91	2,793
Mayne	5,118.76	1,081
North Pender	11,816.41	2,496
Saturna	9,187.49	1,941
South Pender	2,029.12	429
Salt Spring	49,513.75	10,459
Thetis	11,650.25	2,461

Source: Islands Trust carbon sequestration and storage statistics were derived in 2014 through a contract between a UBC Grad student, Richard Schuster, and the Islands Trust Conservancy. The project examined how carbon storage and sequestration within the Islands Trust Area compared with carbon storage and sequestration within other areas of the Coastal Douglas-fir Biogeoclimatic zone.

Limitations: Data obtained is based on Terrestrial Ecosystem Mapping (TEM) and excluded mapping of the Coastal Douglas-fir (CDF) Biogeoclimatic zone on the Lower Mainland, so comparisons of the quality of carbon sequestration and storage for Islands Trust area forests do not account for this area of the CDF zone. Parts of the Islands Trust area are in the Coastal Western Hemlock Biogeoclimatic zone and differences in carbon storage and sequestration in these forests may affect the results. However, because many of the forest types were similar to the CDF and the non-similar forests were small in size, the effect on the data is assumed to be minimal.

The displayed data does not compare each Island's carbon sequestration on a proportional (per km2) basis.

Land Conversion

Converted land is land that is no longer in a natural state and unlikely to return to a natural state. For example, lands used for urban, rural, residential, industrial, reservoir, agricultural, or recreational uses are converted lands. Forestry lands, because they may recover to a natural state, are not considered 'converted'.

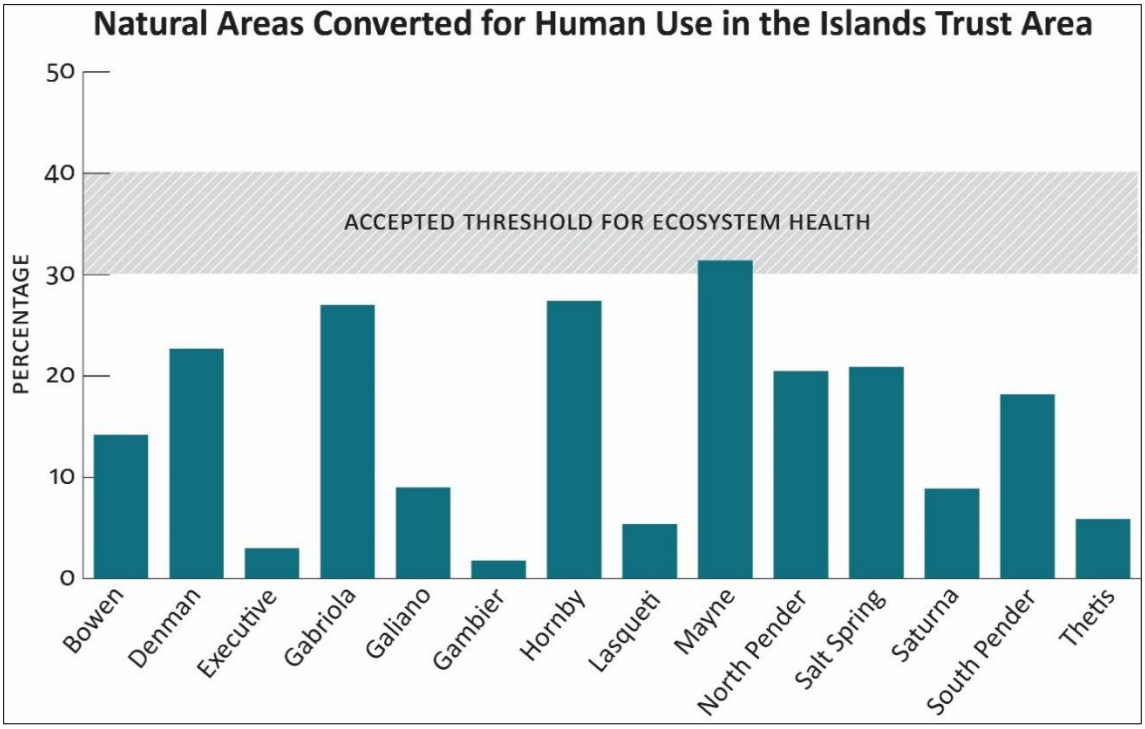
This indicator shows how much humans have removed from the natural landscape of the Islands Trust Area. It is an important measure because other species require a base amount of natural habitat to survive. As the amount of natural habitat decreases, the number of species lost increases. This relationship is not linear but consists of 'thresholds' at which the rate of species loss increases rapidly. Scientists have varying opinions, but an accepted threshold for our region is approximately 30-40% converted area for any given habitat. As land conversion begins to go above this threshold the number of species in a given habitat decline more rapidly.

Through disturbance mapping, the change in the natural landscape was analyzed in a ten year period from 2004-2014. In that analysis, it was estimated that approximately 1,070 ha of land were disturbed or lost through deforestation, vegetation clearing, creation of rural developments and roads, wetland loss, and disturbance to soils. Between 2004 and 2014 approximately 640 ha of this disturbed area has been converted to non-natural uses (e.g. roads and buildings) and represents a loss of about 0.8% of the natural landbase. If this rate continues, the Islands Trust area can expect to reach land conversions levels of over 30% in the next 150-200 years. In some local trust areas this threshold has already been reached or nearly reached.

Key Findings – Land Conversion

As of 2017:

- Approximately 15.7% of the Islands Trust Area's landbase had been converted for human use.
- Converted land for local trust areas (LTA) and the Bowen Island Municipality ranged from 1.8% (Gambier LTA) to 31.4% (Mayne LTA).
- Of the converted lands in the Islands Trust Area, more than half (52.8%) is for rural and urban development, about 29.8% of converted land is for agriculture, and 16.4% is for roads.



Source: All information, with the exception of roads, is derived from the Island Trust Conservancy Regional Conservation Plan (2018-2027) and Islands Trust Mapping.

Limitations: The scale of the Terrestrial Ecosystem Mapping (TEM) varied for different islands and was derived from air photos which were flown over a number of years. TEM for the Executive Islands was produced using a mixture of air photos and satellite imagery. Road mapping for Lasqueti was omitted because digital road maps were unavailable when the data was gathered. Other road mapping is accurate as of 2010.

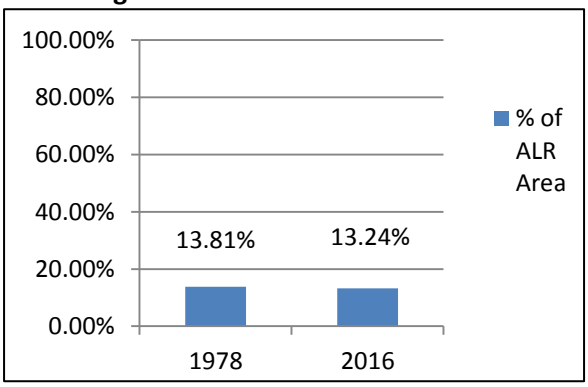
Agricultural Land Reserve

The provincial government created the Agricultural Land Reserve (ALR) in 1973 through the *Land Commission Act* to protect BC's agricultural land. The 4.7 million hectares of the Reserve were identified between 1974 to 1976 through cooperative efforts with regional districts and member municipalities. Local input was gained through a public hearing process. Despite boundary changes over the decades, the Reserve in BC remains approximately the same size (5% of the province).

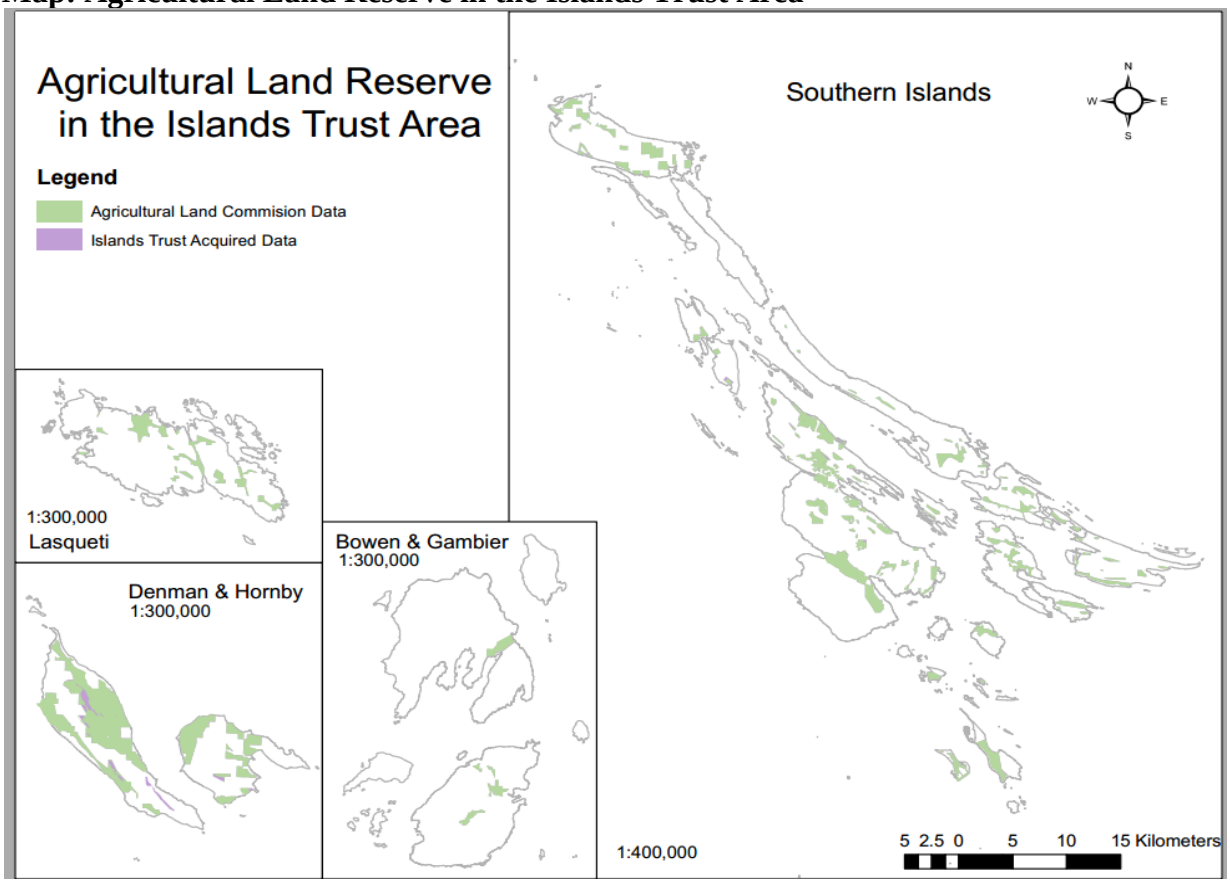
Key Findings – Agricultural Land Reserve

- Although there have been some small changes to the size of ALR land within local trust areas, generally the amount of ALR land in the Islands Trust Area has remained consistent.

Percentage of ALR Land in the Trust Area



Map: Agricultural Land Reserve in the Islands Trust Area



Source: Agricultural Land Commission, 2019

Limitations: The methods used to measure ALR lands in 1978 differ from the methods used in 2019. The accuracy of the 1978 data is not verified. The results should be treated as estimates only.

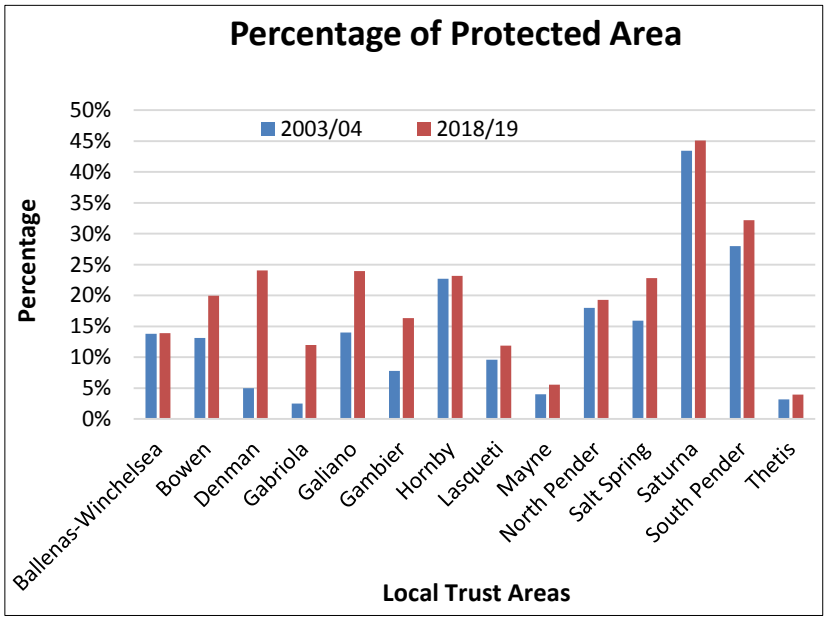
Protected Areas

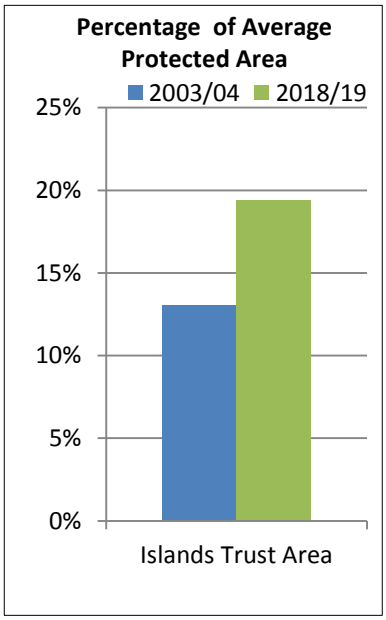
The Islands Trust Area is home to an exceptional diversity of birds, fish, intertidal life and plant species. Throughout the Islands Trust Area, engaged residents and conservation partners work together to protect natural areas and key wildlife habitat in protected areas that include parks, ecological reserves, watershed protection areas, provincially designated protected areas and nature reserves as well as conservation covenants on private lands.

The ecosystems of the Islands Trust Area are home to many species at risk. At-risk species have a better chance of survival if their homes are protected. To protect species from becoming endangered, some of every type of ecosystem should be protected, despite its sensitivity or threat level.

Key Findings – Protected Areas

- Between 2004 and 2019, protected areas in the Islands Trust Area grew from 13.0% to 19.37% of the landbase. This change represents an addition of over 5,000 ha of protected land. Salt Spring Island, Denman Island, Gambier Island, and Gabriola Island Trust Areas were responsible for over 70% of the increase in protected areas in the Islands Trust Area between 2004 and 2019, adding 3,148.3 ha, 257.6 ha, 765 ha and 145.4 ha respectively, to their total amount of protected lands in that period. Increases were due primarily to Coastal Douglas-fir Protected Areas, Old Growth Protected Area, Covenants and Nature Reserves established throughout the Trust Area.
- Hornby Island, Mayne Island, South Pender Island, and Thetis Island Trust Areas had less than 1% increase in protected areas between 2004 and 2019.





Source: Islands Trust Parks and Protected Areas data

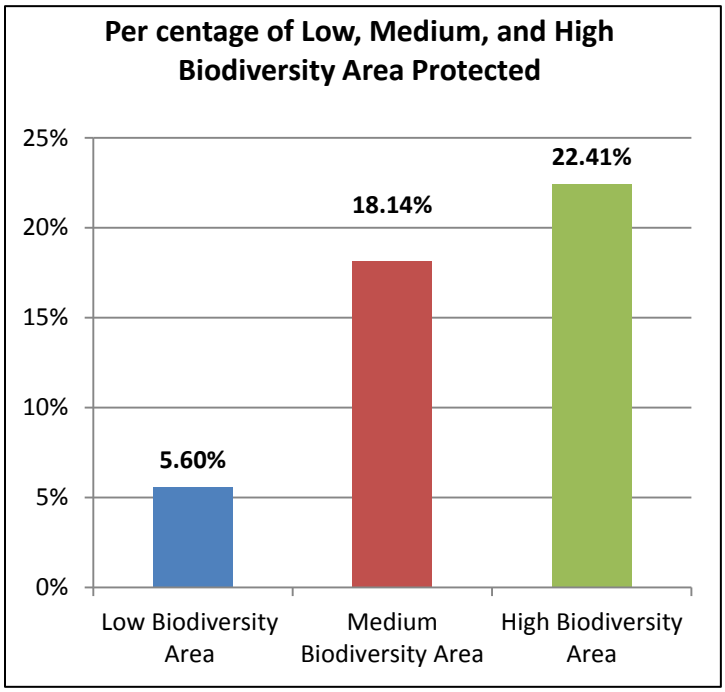
Limitations: Protected area statistics are determined through use of cadastral boundaries (property lines) and an established island area. Both measurements are subject to minor error and can change from year to year in minor ways as cadastral boundaries become more accurate. The data is also limited by the Islands Trust's ability to track additional parks and protected areas; there may be errors of omission and inclusion from time to time.

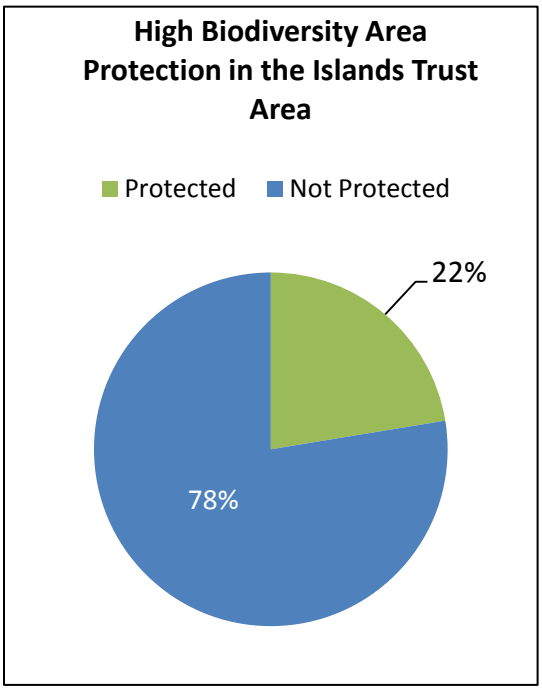
Biodiversity Protection

The Islands Trust Area is home to biologically-rich, sensitive ecosystems and hundreds of rare plants and animals. With more than 65% of the Islands Trust Area in private land ownership, the pressures to develop and change the natural landscape are tremendous. There are limited resources available for land protection so it is important to focus on protecting areas of high biodiversity.

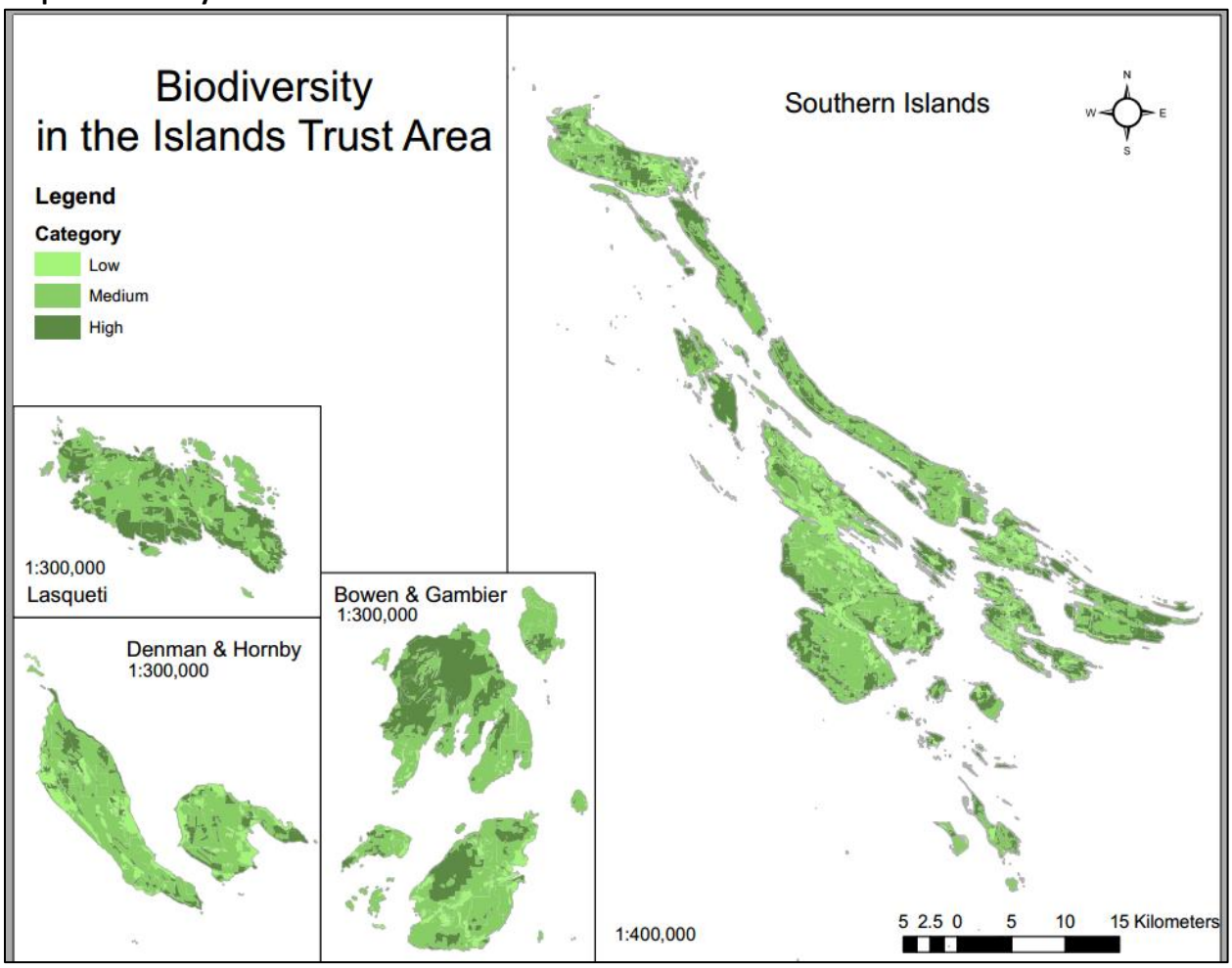
Key Findings – Biodiversity Protection

- As of July 2016, only 22% of the high biodiversity areas of the Islands Trust Area have been protected. For this reason, it is important to support continued land protection efforts and for islanders to carefully maintain habitat on their lands so that we can keep our best ecosystems intact, and help sustain the plants and animals that share these beautiful islands.
- Less than 6% of low biodiversity areas have been protected. This means that protected area planners are effectively directing resources towards the most important ecosystems.





Map: Biodiversity in the Islands Trust Area



Source: Islands Trust Area Geographic Information System

Limitations: High biodiversity areas are defined as the top 30% of natural ecosystems in the Islands Trust mapping system. They were determined by running a custom Geographic Information System model. High biodiversity areas are derived from an externally-reviewed Multiple-criteria Decision Analysis (MCDA) of the landscape which was used to rank and prioritize various ecosystem components within a Geographical Information System. Several criteria were used, including presence of Sensitive Ecosystems, potential for Provincial Ecosystems at Risk, threat level, site 'naturalness', and adequate representation of all habitats. The landscape was then divided into levels of biodiversity. The top 30% was considered 'high', the middle 30% was considered 'moderate', and the bottom 40% was considered 'low'.

Freshwater

Freshwater is a unique amenity in the Islands Trust Area; supporting ecosystem health and overall hydrological function of watersheds. With vulnerabilities of seasonal precipitation changes, evapotranspiration forcing, recharge alterations, and saltwater intrusion; freshwater resources are a metric of climate change. To understand past, current, and future use of freshwater; investigation of groundwater recharge potential, water use, and impacts of land-use development is required. Local Trust Committees across the Islands Trust Area have identified freshwater as a top priority in Official Community Plans and as part of land-use decision making through evidence-based projects.

In 2019 a new approach to groundwater recharge potential was implemented in the Southern Gulf Islands using a Geographical Information Science methodology. This approach is anticipated to be effective to implement over large areas and may be able to qualitatively and quantitatively address difficult to measure impacts on hydrology from a changing climate and land-use development.

In 2016 the provincial government made changes to the rules governing the use of surface water and groundwater. The new Water Sustainability Act (WSA) is designed to protect B.C.'s water supply and make sure it is managed now and in the future. One of the significant changes introduced by the WSA is that you are now required to be authorized to use groundwater for anything other than domestic use. Regulating groundwater use allows surface water and groundwater to be managed and protected as one interconnected resource, and clarifies the rights of groundwater users. The Province of British Columbia operates a provincial observation well network and other hydrometric programs in the Islands Trust Area to support these new legislative changes. For more information on water data and tools visit: https://www2.gov.bc.ca/gov/content/environment/air-land-water/water/water-science-data/water-data-tools

Next Steps:

The Islands Trust Councils' 2018-2022 Strategic Plan includes the strategy: 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. This work will supplement and update the information provided in this report.

III. Appendix: The Islands Trust Life of the Islands – Area Resident Survey Final Results, August 2016

The Islands Trust
Life on the Islands - Area Resident Survey

Final Results

Prepared for: **The Islands Trust**

August 2016

Background and Objectives

Background and Objectives

- In 1974, BC's Islands Trust Act created the Islands Trust to be a federation of local government bodies. The federation represents 25,000 people living within the Islands Trust Area and another 10,000 non-resident property-owners. 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.

- The Islands Trust is responsible for preserving and protecting the unique environment and amenities of the Islands Trust Area through planning and regulating land use, co-operation with other agencies, and land conservation.

- **The Islands Trust required the services of an experienced market research firm to conduct a statistically significant survey of the Islands Trust Area.**

- On behalf of the Islands Trust, Forum Research conducted a survey of island residents and property owners to learn more about life on the island.

- When respondents asked for the purpose of the survey, interviewers explained the Islands Trust Council approved funding this year for a "State of the Islands" project. Islands Trust staff have been using the funds to research and report on social, economic and environmental trends. This poll is part of that project, and will inform Trust Council about the pros and cons of island life today and what might improve island life in the future. The results of the poll will be public as part of the meeting package going to Trust Council in mid-September.

Methodology and Limitations

Methodology

- A sample of respondents was generated based on area and postal codes, along with a qualifying screener at the beginning of the survey to ensure the correct respondents were contacted.
- Forum Research used a CATI (telephone) methodology to conduct the survey.
    - **Life on the Islands - Area Resident Survey**
        - (N = 426)
            - ***Please note that considering the small sample size, significant findings and differences will be limited.***
        - August 9th to 15th, 2016

Survey Limitations and Opportunities

- The survey was based on a random sample of households in and around the Islands Trust Area.
- The targeted population available was 25,670.
  - **Based on this population, the response rate was 2%.**
  - ***The findings collected in this survey should be interpreted with caution.***

- The response rate from some islands was very low due to a number of limiting factors,

  - Residents and property owners on the islands can be wary of government and market researchers.
  - Residents of some islands cannot be reached via telephone methodology..

A suggestion for further research would be to consider two different data collection methodologies.

(1) Paper-based survey methodology
This would create a more personalized experience for the respondent. Telephone methodology may feel intrusive and impersonal. Considering the small population sample, Islands Trust would have the capability to send a survey to every home address available.

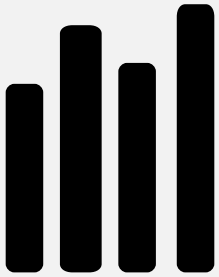
(2) In-person surveying via Tablet data collection
Islands Trust should travel to, and canvas popular island spots. This way those respondents without telephone numbers, or temporary residents would be more likely to be approached.

Using a paper-based methodology would result in a higher response rate. The ability to conduct higher level analysis with a larger response rate would provide more conclusive findings.

Summary

Summary

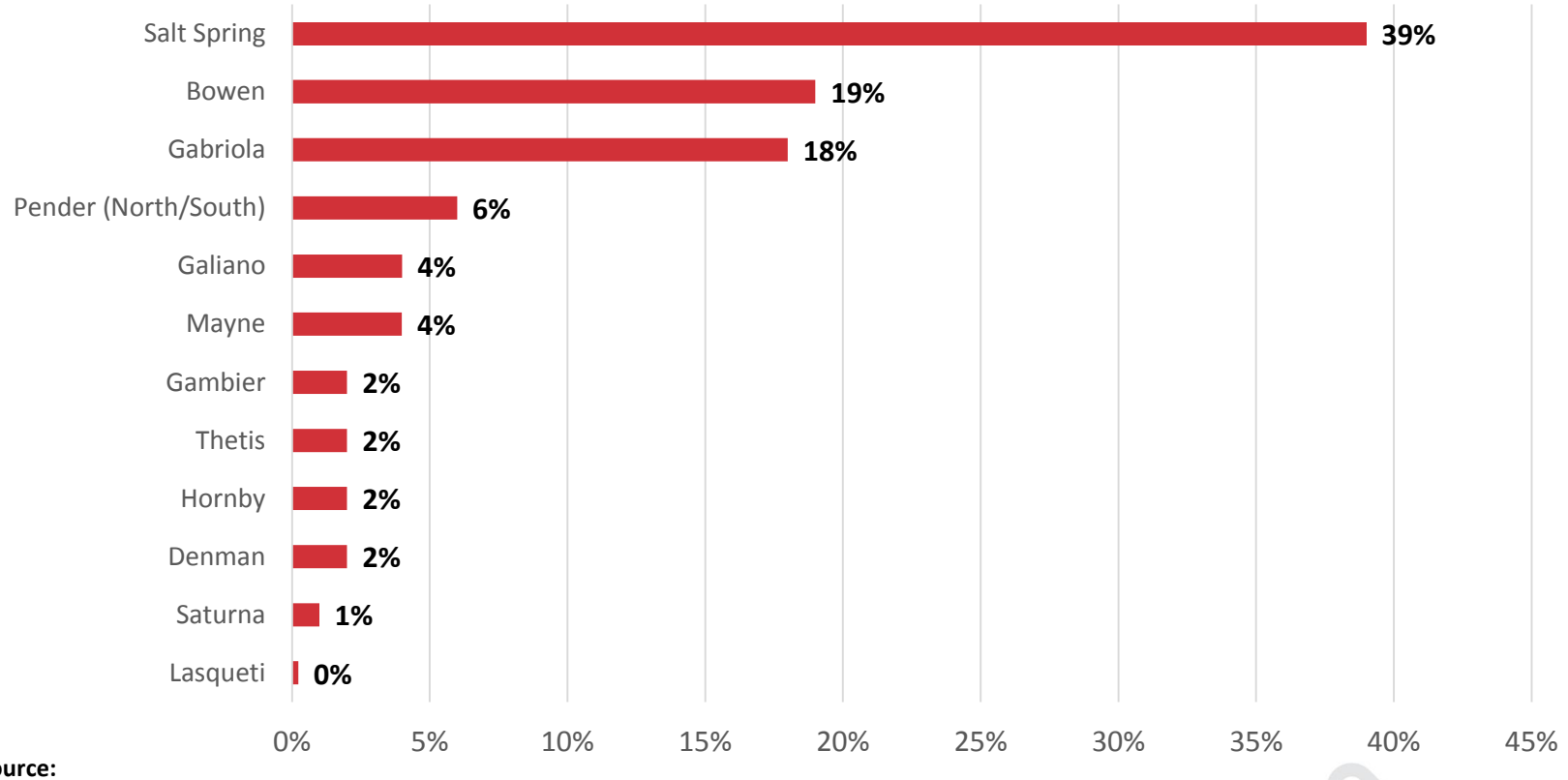
- The majority of respondents live or own property on on Salt Spring (40%) followed by just under 1-in-5 respondents living or owning property on Bowen (19%) and Gabriola (18%).
- Over one third of respondents live on the island because they like the rural/independent feel to their island and think it's a good place to raise kids (36%), followed by just over 1-in-4 respondents appreciating the natural landscape (28%). 26% of respondents live on the island because they like it for no reason in particular.
- Roughly 1-in-2 respondents enjoy their islands natural beauty (53%) and the community/people who live there (49%).
- 4-in-10 respondents stated that transportation is the biggest challenge facing their island (40%).
- 38% of respondents want the island to stay the same when asked what they hoped would improve 20 to 30 years from now.
- When asked for reasons they would consider moving off their island, 4-in-10 respondents would consider leaving the island in order to gain better access to healthcare (39%).
- 1-in-10 respondents stated they would never consider moving (10%).
- 93% of respondents stated they knew their neighbours well enough to ask for or offer help.
- The majority of respondents prefer to receive information from their local government through local newspapers (63%) and email (55%).
- 2-in-5 respondents prefer to receive information via Canada Post (39%).
- 82% of the respondents were above the age of 55.



Final Results

Qualifying Screener

- The majority of respondents live on Salt Spring (40%). This is in proportion to the population.
- Just under 1-in-5 respondents live or own property on Bowen (19%) and Gabriola (18%).
- At least one respondent completed the survey from each major island within the Islands Trust area. More specifically, only one respondent completed the survey from Lasqueti Island.



Source:
S1. Which island do you live on, or own property on? If you own multiple properties, please choose the island you spend most of your time on. **S2**. Which island do you live on, or own property on?

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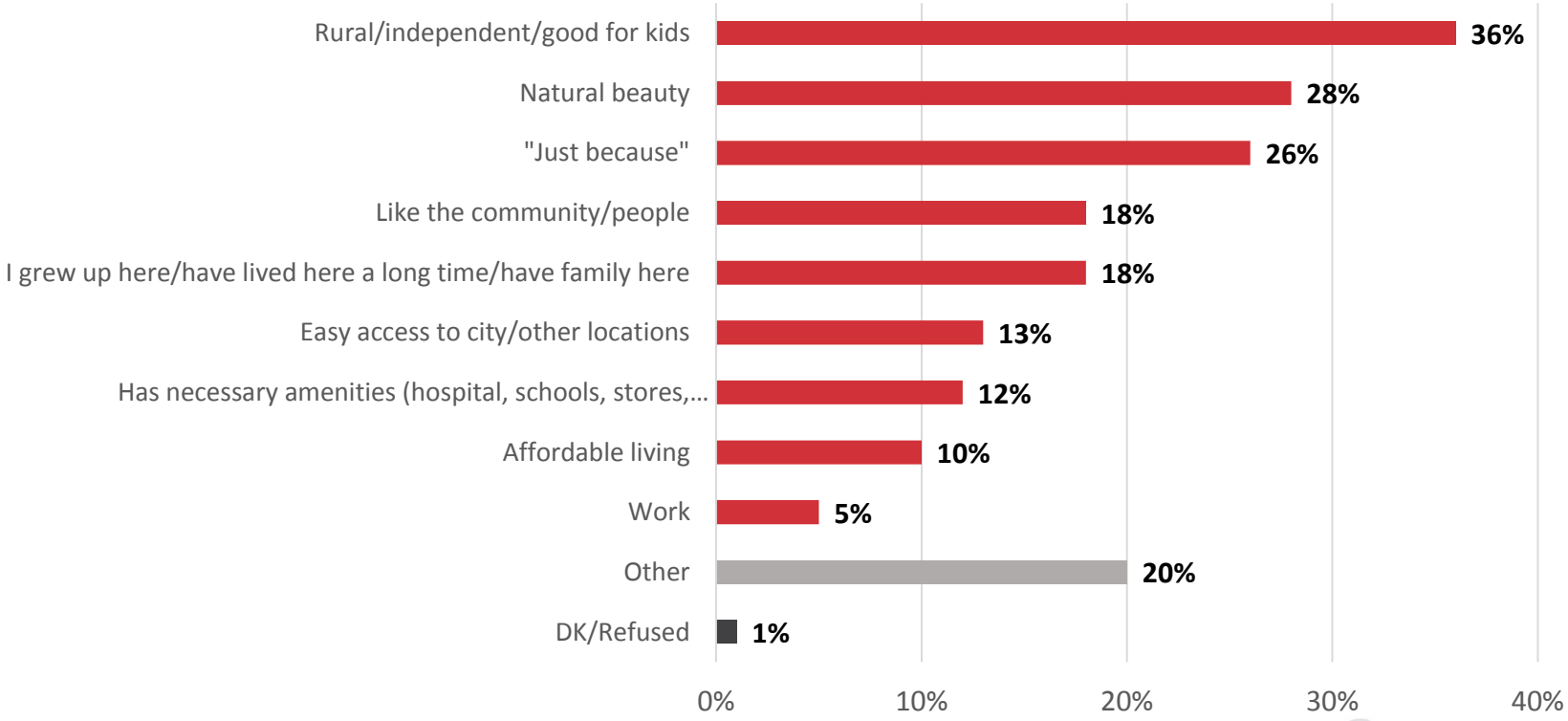
Reason for Living on Island

- Over one third of respondents live on the island because they like the rural/independent feel to their island and think it's a good place to raise kids (36%), followed by just over 1-in-4 respondents appreciating the natural landscape (28%). 26% of respondents live on the island because they like it for no reason in particular.
- Respondents over the age of 55 were more likely to mention necessary amenities when compared to the younger population (26%, compared to 12%).



Source:
Q1. Why did you choose to live on your island? (N=426) **(multiple mention)**

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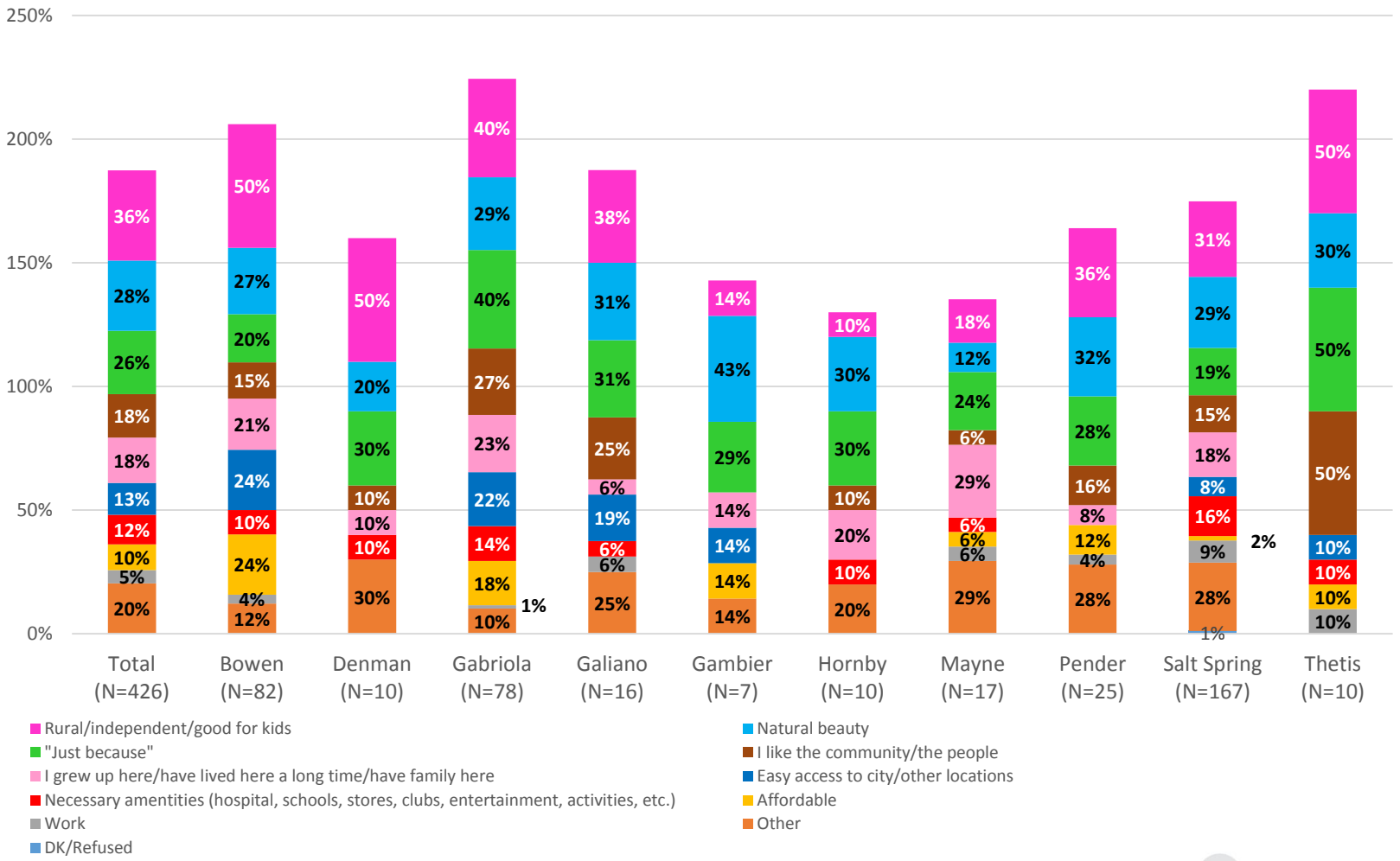
Reason for Living on Island (Island Breakout*)



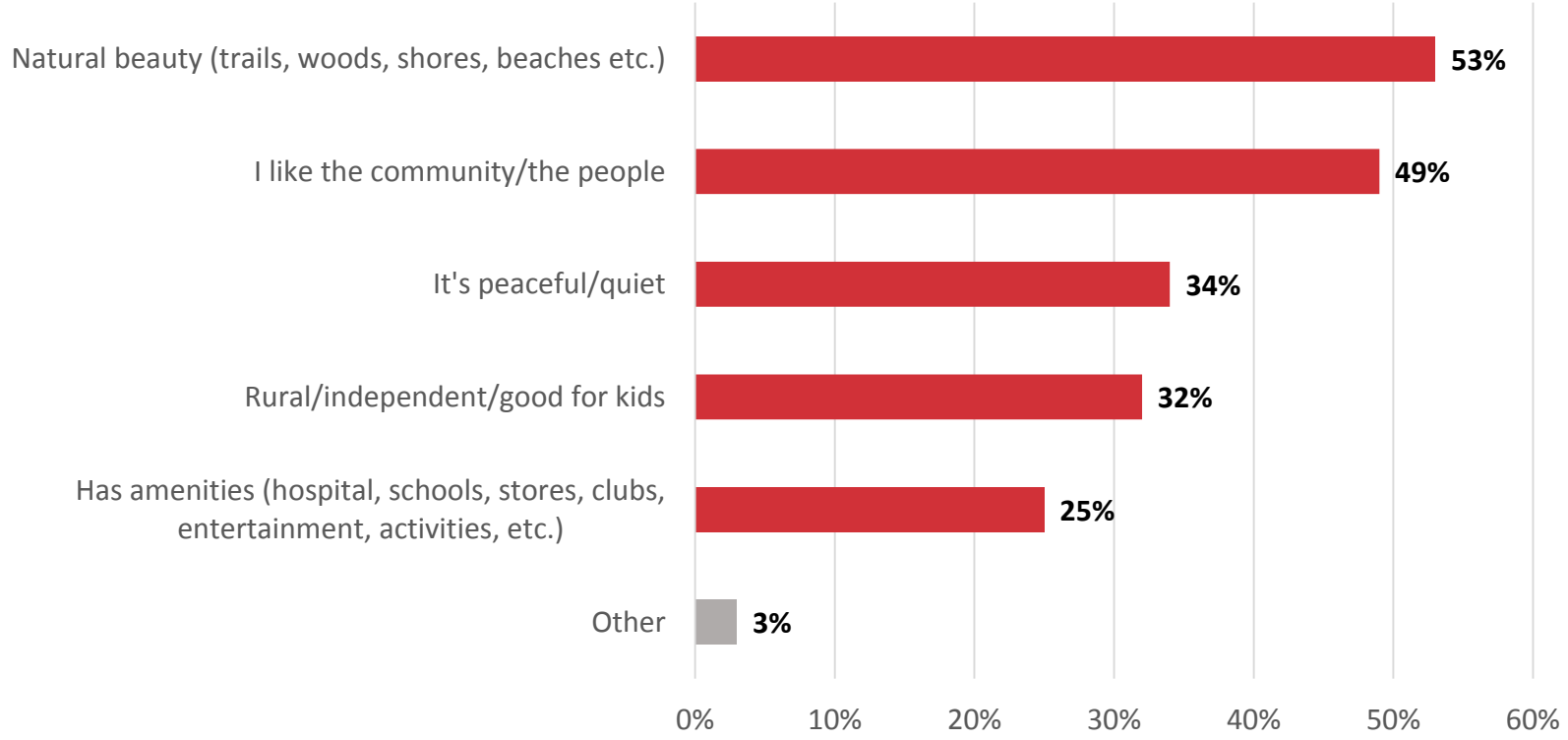
Source:

Q1. Why did you choose to live on your island? (N=426) **(multiple mention)**

*Lasqueti Island and Saturna Island are not reported on due to a small sample size. One completion came from South Pender specifically. This has been grouped with the twenty four North Pender responses as 'Pender'.

Islands Strengths

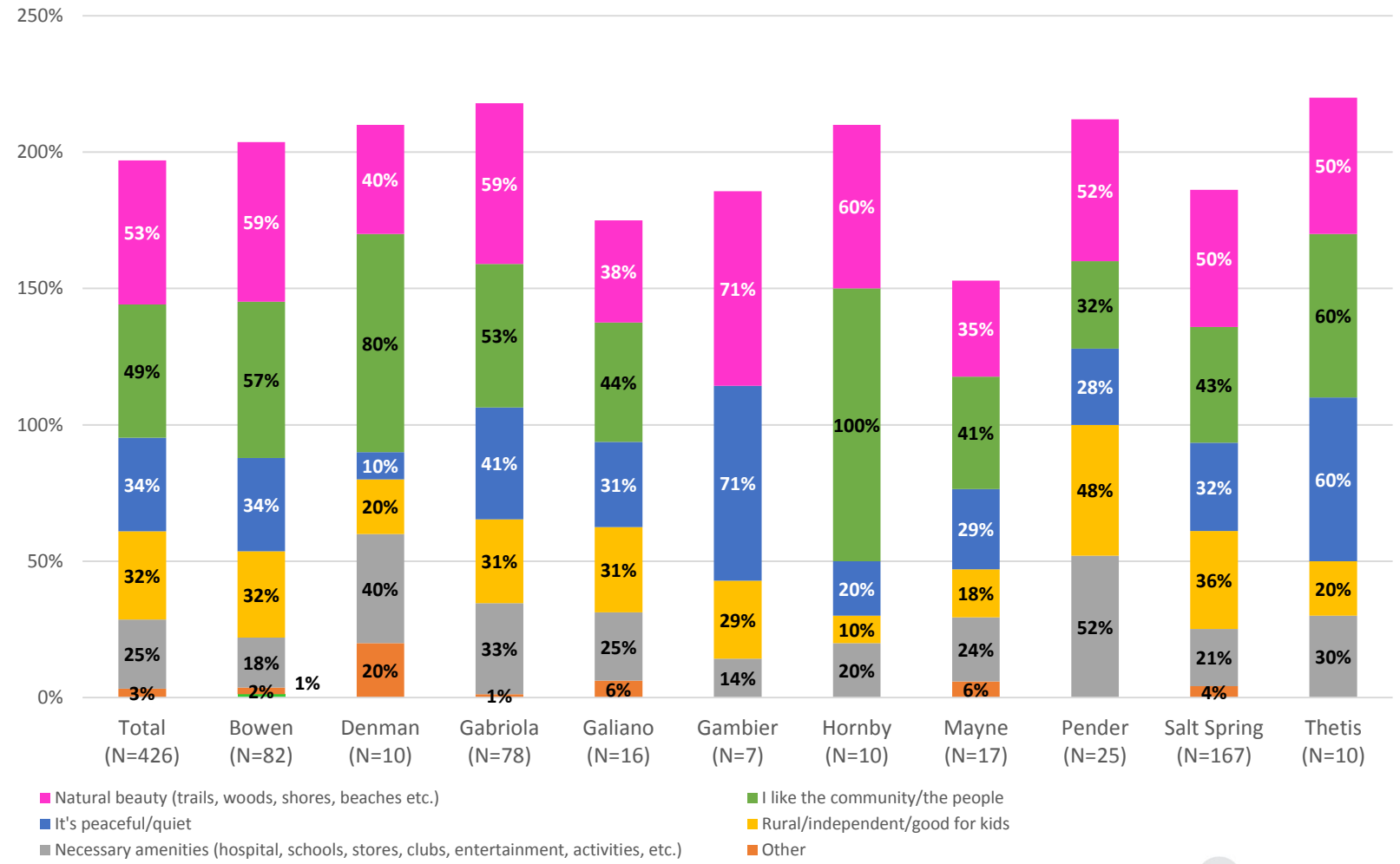
- Roughly 1-in-2 respondents enjoy their islands natural beauty (53%) and the community/people who live there (49%).
- 1-in-3 respondents find it peaceful (34%) and like the rural environment for raising kids (32%).
- 1-in-4 respondents stated the island has all the amenities they need (25%).
- There are no significant differences in opinion based on age and island.



Source:
Q2. What do you enjoy about your island? (N=426) **(multiple mention)**

FORUM RESEARCH INC.

Islands Strengths (Island Breakout*)



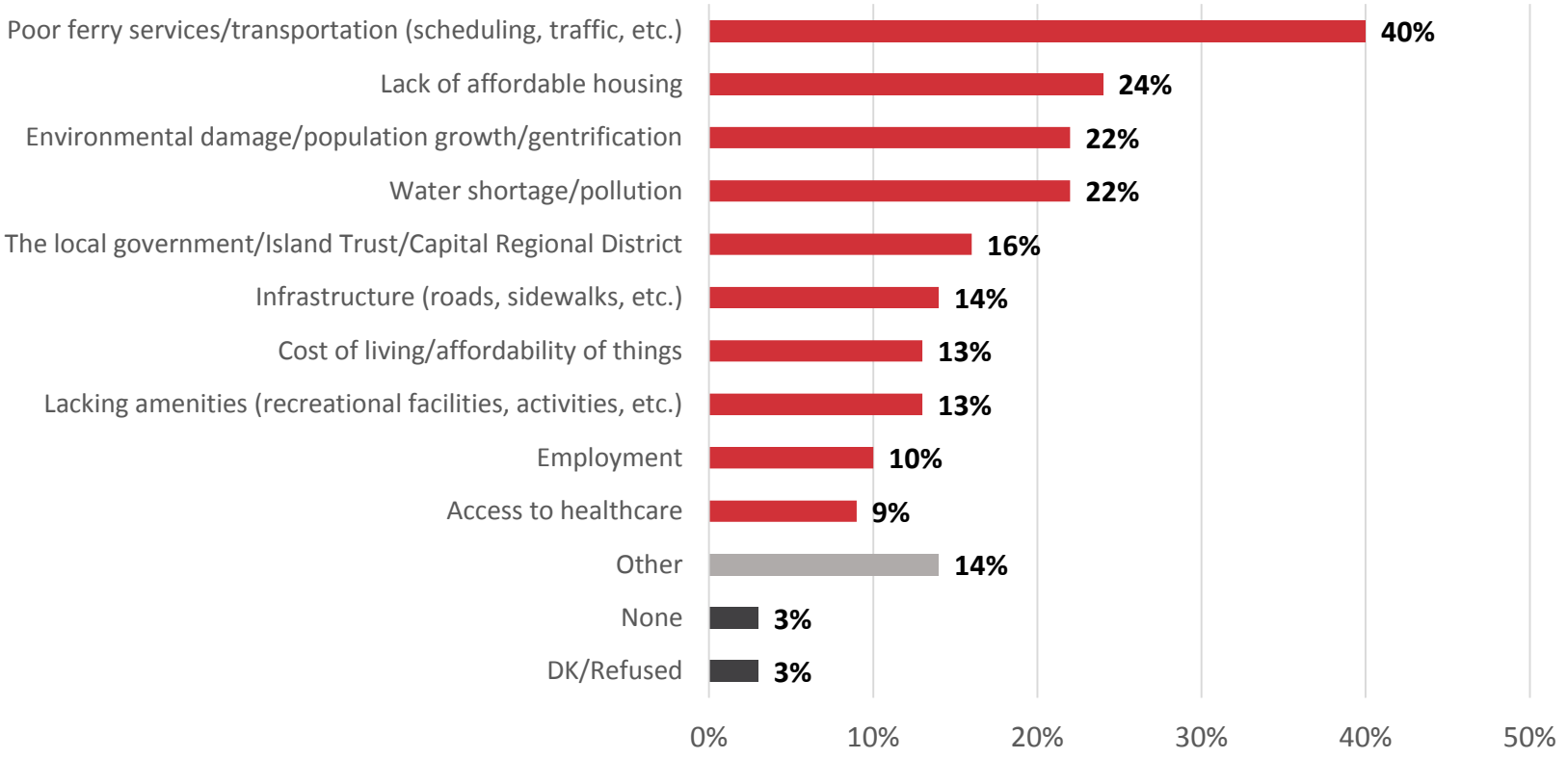
Source:

Q2. What do you enjoy about your island? (N=426) **(multiple mention)**

*Lasqueti Island and Saturna Island are not reported on due to a small sample size. One completion came from South Pender specifically. This has been grouped with the twenty four North Pender responses as 'Pender'.

Challenges Facing Island

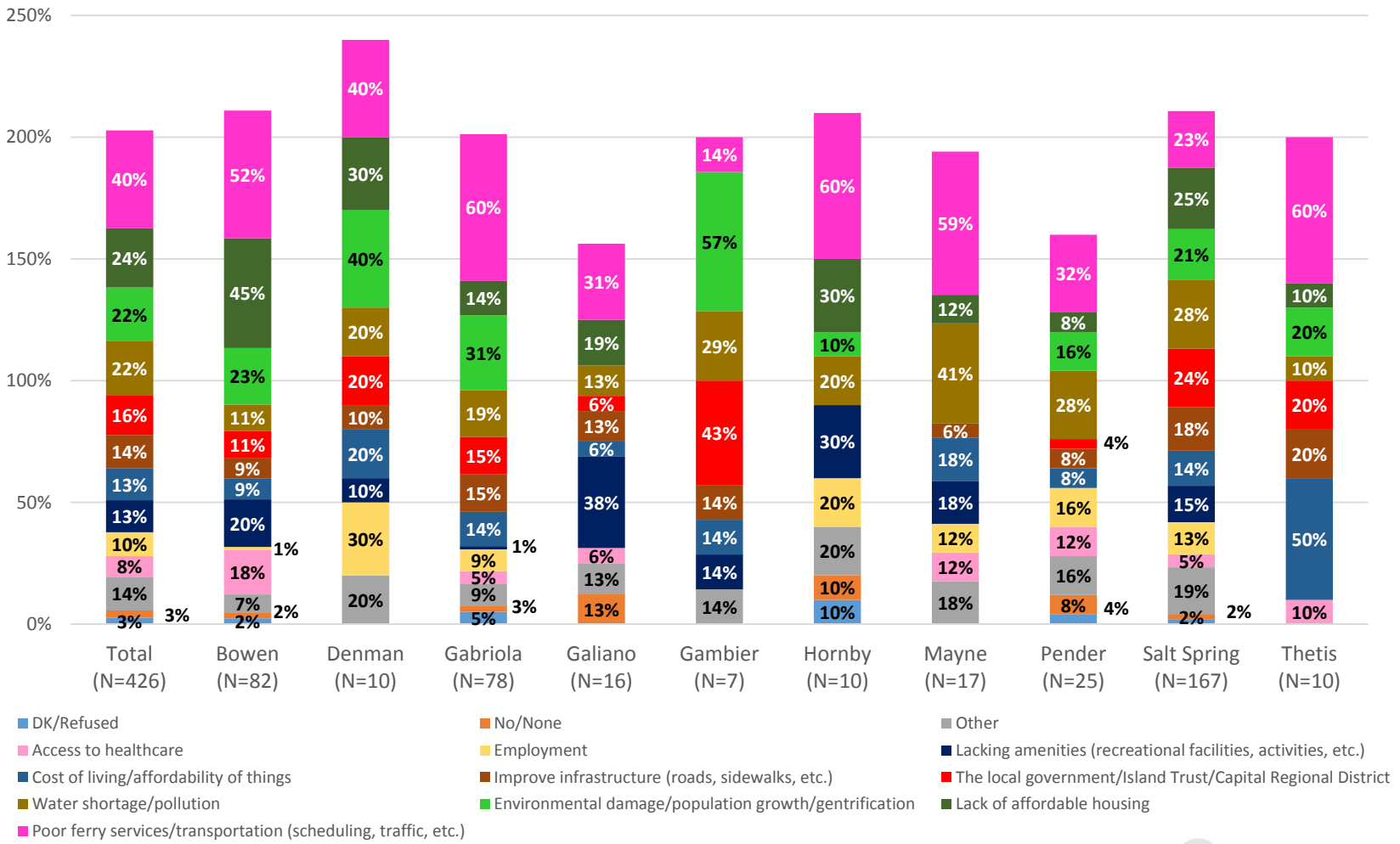
- The majority of respondents stated that transportation is the biggest challenge facing their island (40%).
- 1-in-4 respondents stated there is a lack in affordable housing (24%) while just over 1-in-5 respondents voiced a concern for gentrification/environmental damage and water shortage/pollution (22% for both).



Source:
Q3. What are some challenges facing your island today? (N=426) **(multiple mention)**

FORUM RESEARCH INC.

Challenges Facing Island (Island Breakout*)



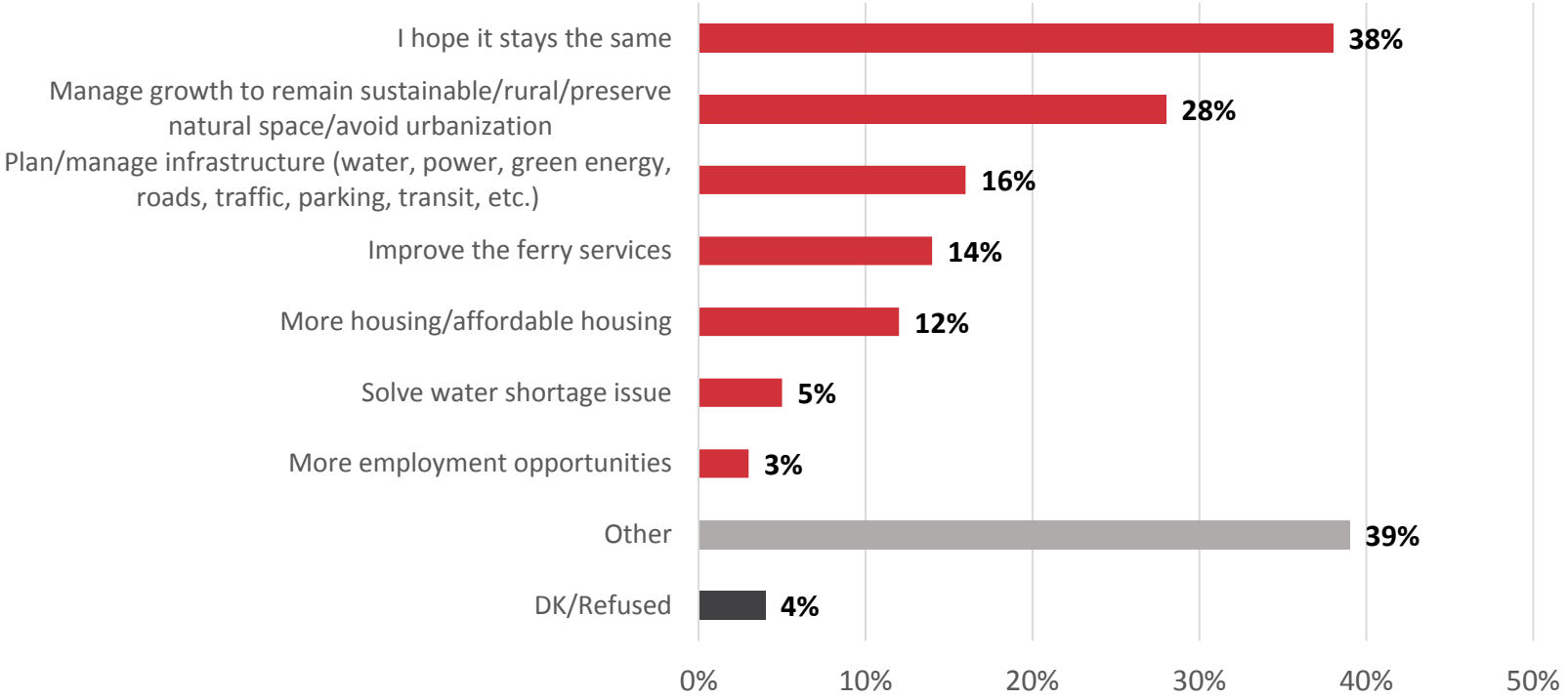
Source:

Q3. What are some challenges facing your island today? (N=426) **(multiple mention)**

*Lasqueti Island and Saturna Island are not reported on due to a small sample size. One completion came from South Pender specifically. This has been grouped with the twenty four North Pender responses as 'Pender'.

Perspective on Future of Island

- 38% of respondents want the island to stay the same when asked what they hoped would improve 20 to 30 years from now.
- Just under 3-in-10 respondents want the islands to properly manage growth and remain sustainable while avoiding urbanization (28%).
- Please note that 40% of respondents had other comments that could not be categorized due to their uniqueness.



Source:
Q4. In 20 or 30 years, do you hope island life stays the same or what do you hope will improve? (N=426) **(multiple mention)**

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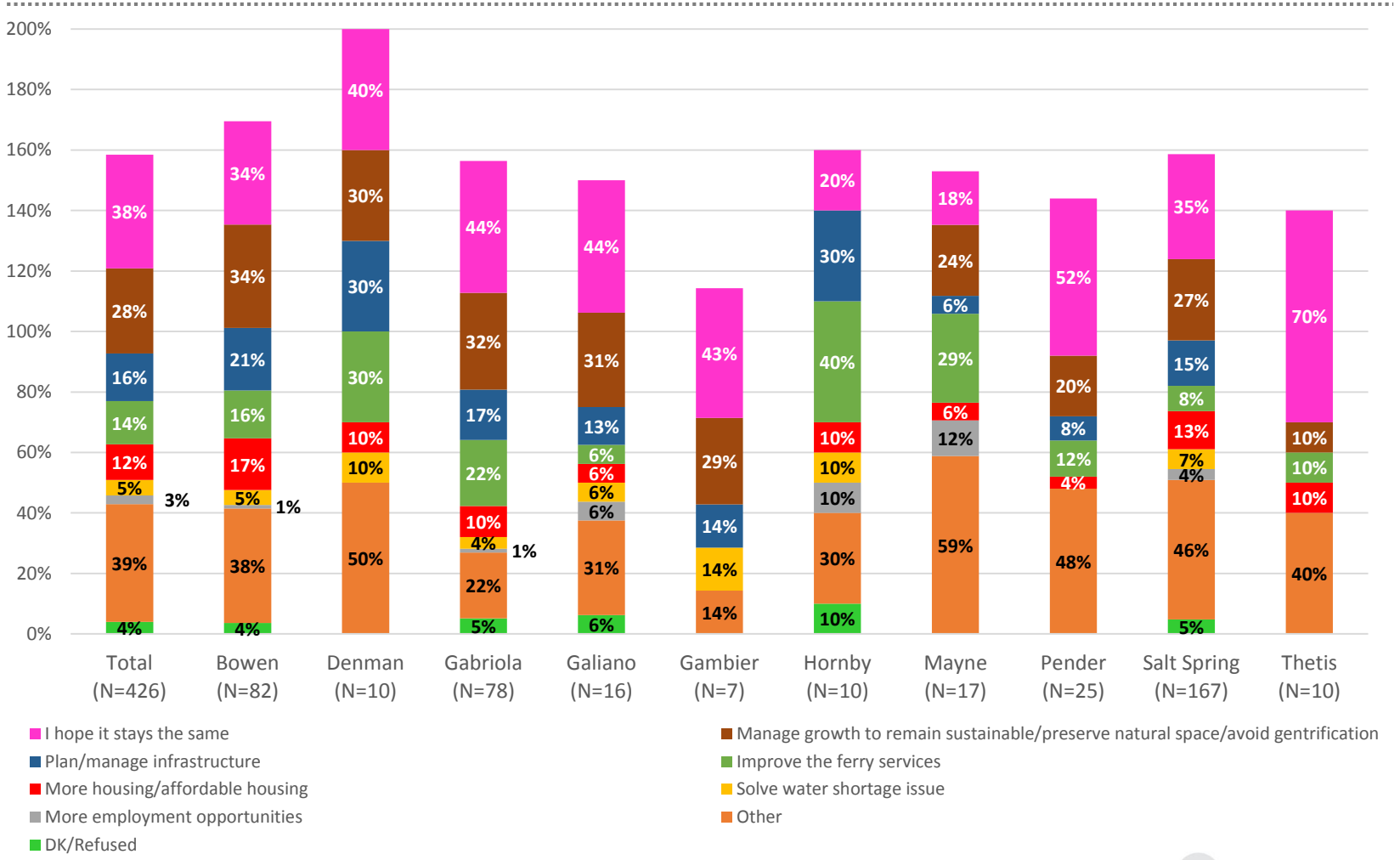
Perspective on Future of Island (Island Breakout*)

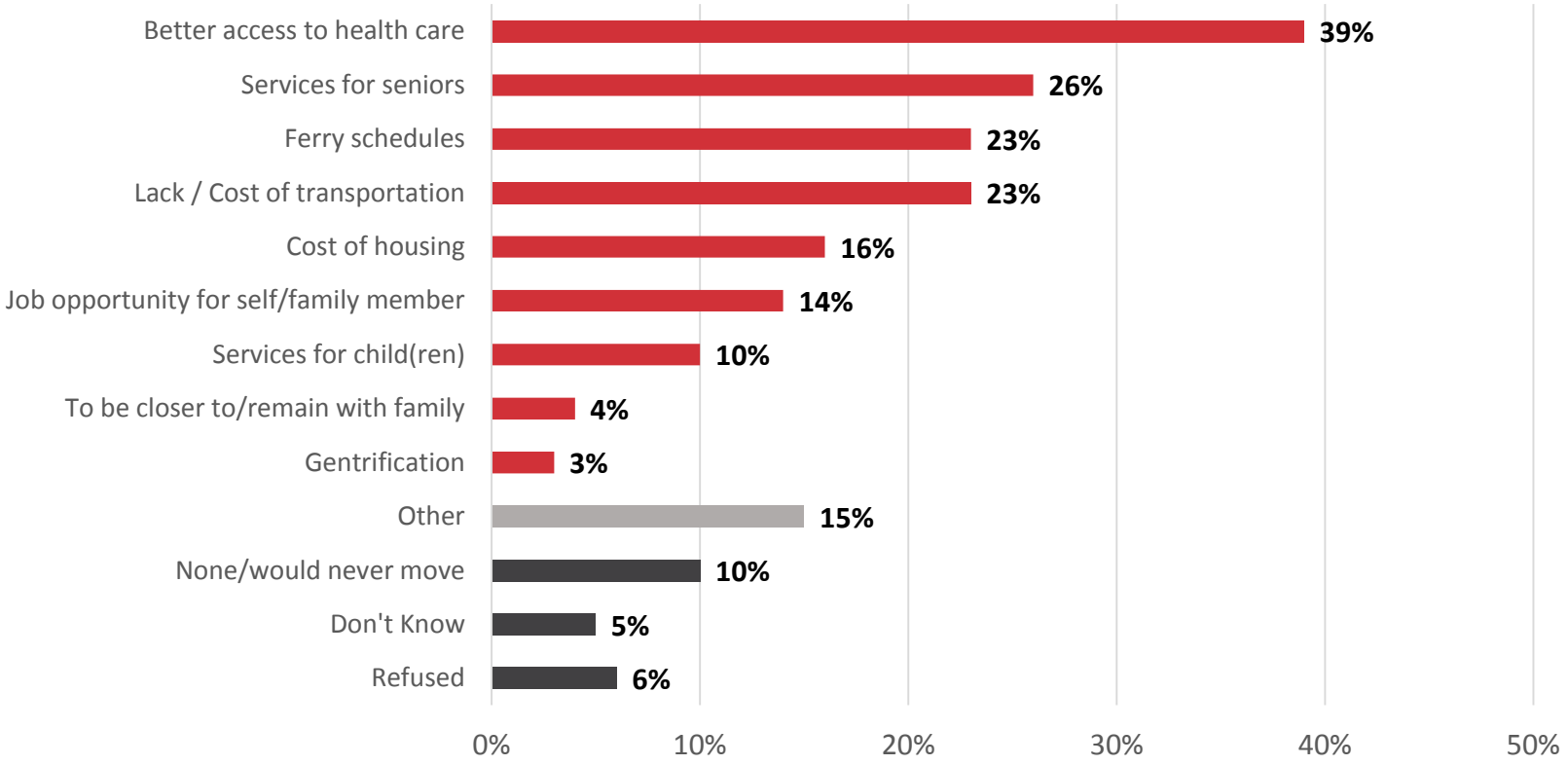


Source:

Q4. In 20 or 30 years, do you hope island life stays the same or what do you hope will improve? (N=426) **(multiple mention)** *Lasqueti Island and Saturna Island are not reported on due to a small sample size. One completion came from South Pender specifically. This has been grouped with the twenty four North Pender responses as 'Pender'.

Reasons to Leave Island

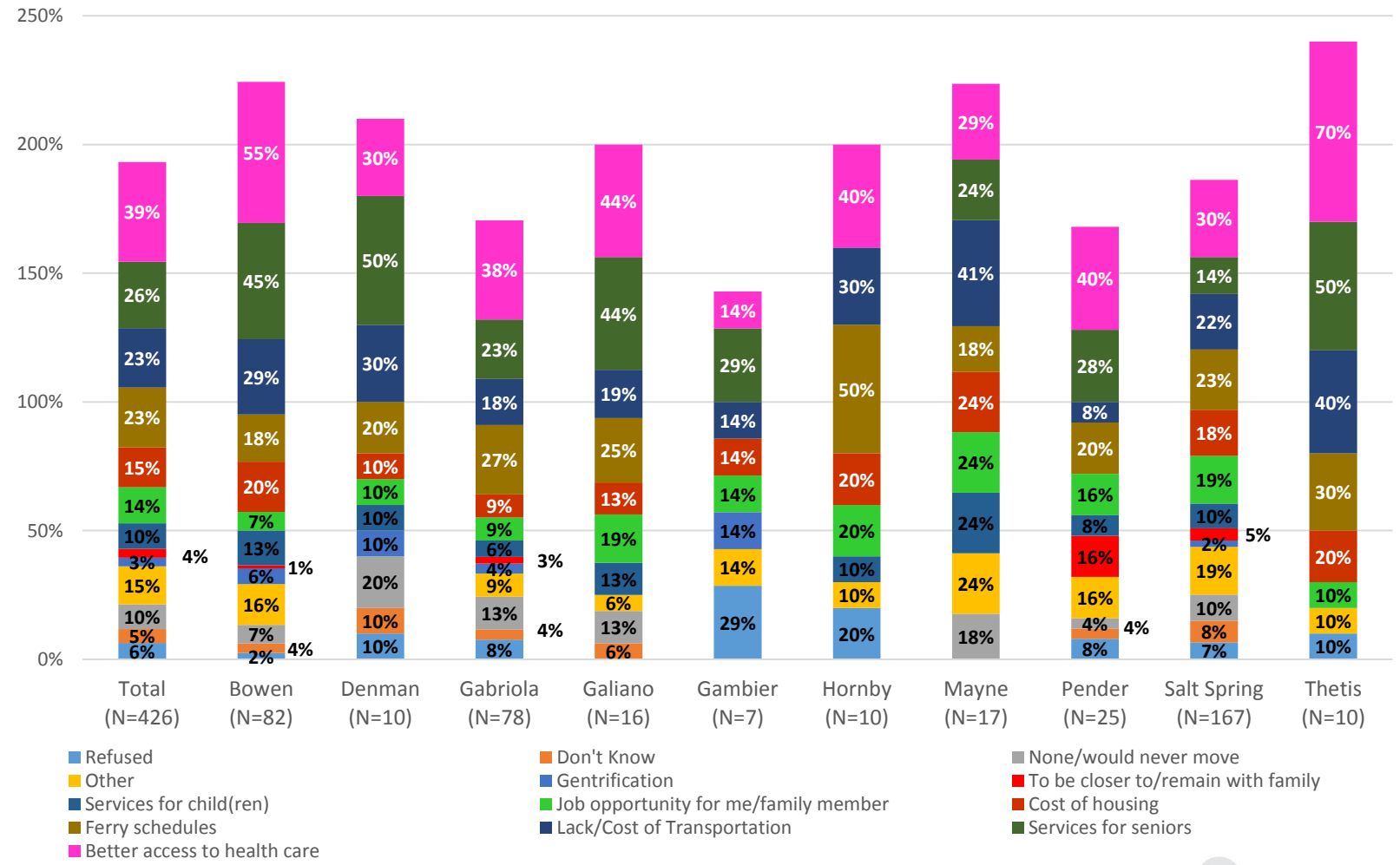
- When asked what are some reasons a resident would consider moving off an island, 4-in-10 respondents would consider leaving the island in order to gain better access to healthcare (39%).
- 1-in-10 respondents stated they would never consider moving (10%).



Source:
Q5. What are some reasons you might consider moving off your island? (N=426) **(multiple mention)**

FORUM RESEARCH INC.

Reasons to Leave Island (Island Breakout*)



Source:

Q5. What are some reasons you might consider moving off your island? (N=426) **(multiple mention)**

*Lasqueti Island and Saturna Island are not reported on due to a small sample size. One completion came from South Pender specifically. This has been grouped with the twenty four North Pender responses as 'Pender'.

Agreement with Statements Regarding Island Life

- When it came to agreeing with statements regarding island life, respondents were most likely to know their neighbours well enough to ask for or offer help (93%).
- A significant number of respondents (41%) say they sometimes worry about their household running out of fresh water.
- 84% of the respondents volunteered or donated to a local organization in the last year and 82% of respondents have access to high-speed internet.
- 79% of respondents agreed that the Islands Trust area requires a high level of environment protection.

Source:
Q6. I am going to read a series of statements about living on the island. Please answer whether or not each statement applies to you. (N=426)

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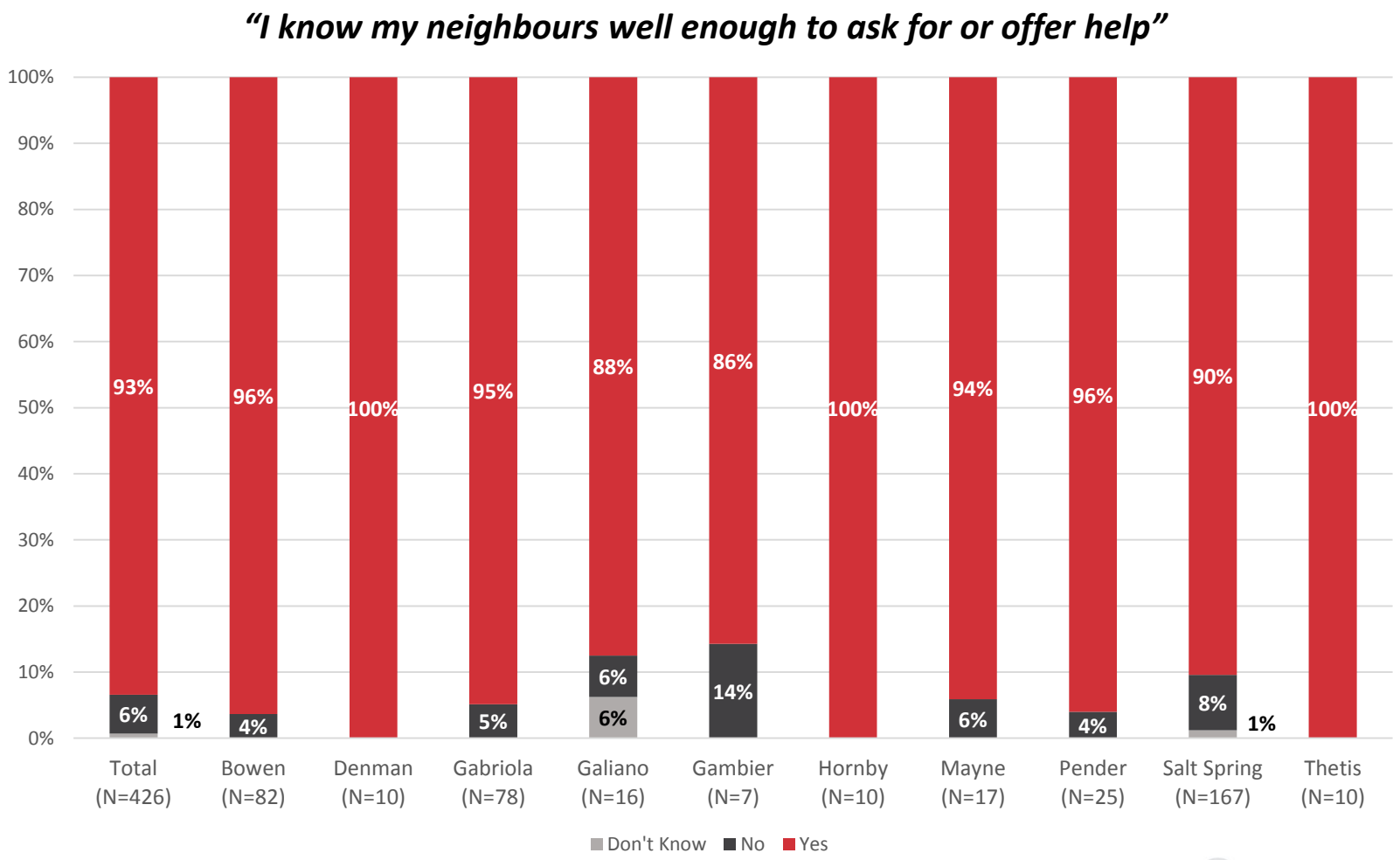
Agreement with Statements Regarding Island Life (Island Breakout*)



Source:
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*Lasqueti Island and Saturna Island are not reported on due to a small sample size. One completion came from South Pender specifically. This has been grouped with the twenty four North Pender responses as 'Pender'.

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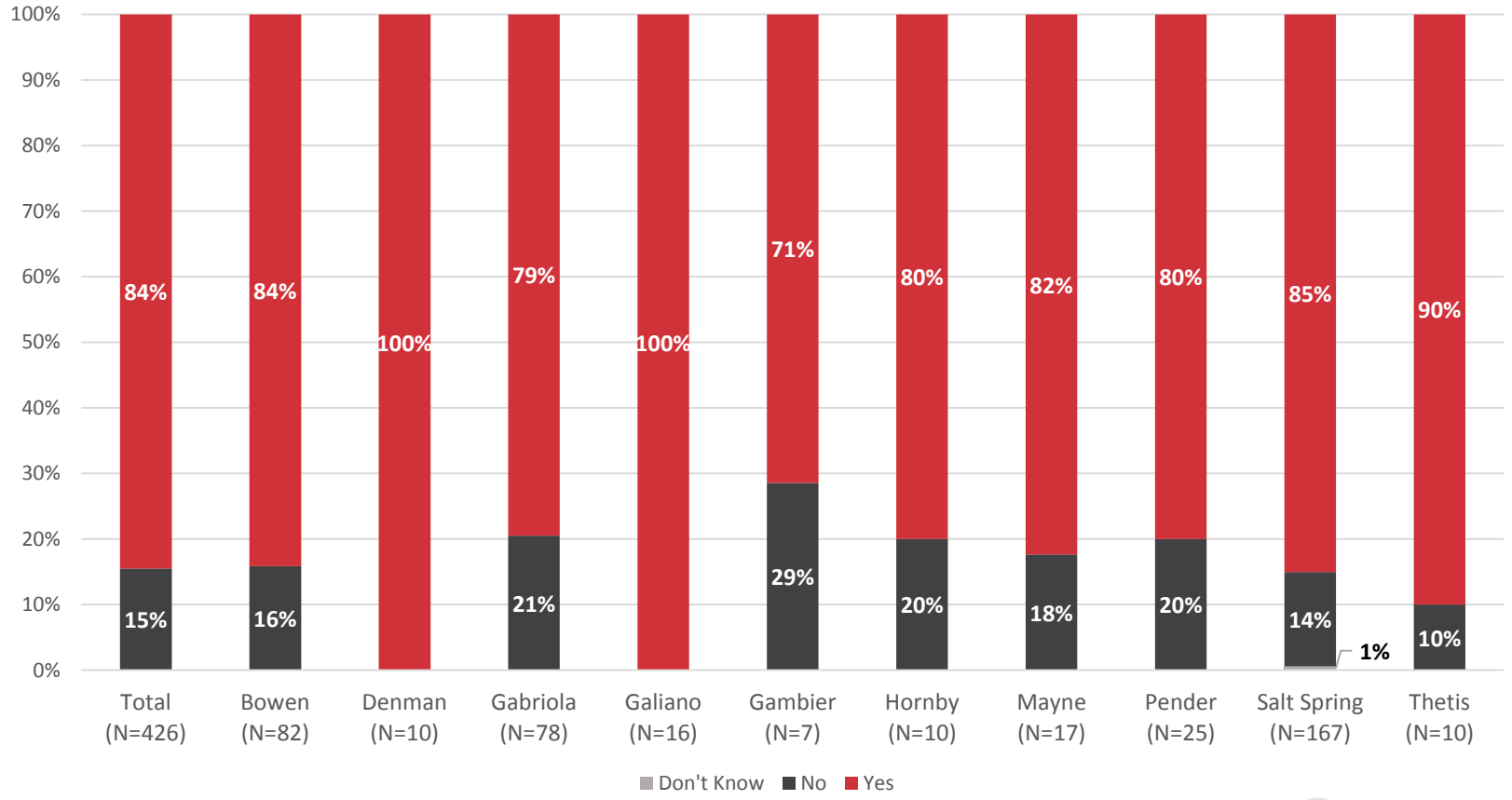
Agreement with Statements Regarding Island Life (Island Breakout*)

"In the last year, I volunteered or donated to an organization in my island community"



Source:
Q6. I am going to read a series of statements about living on the island. Please answer whether or not each statement applies to you. (N=426)
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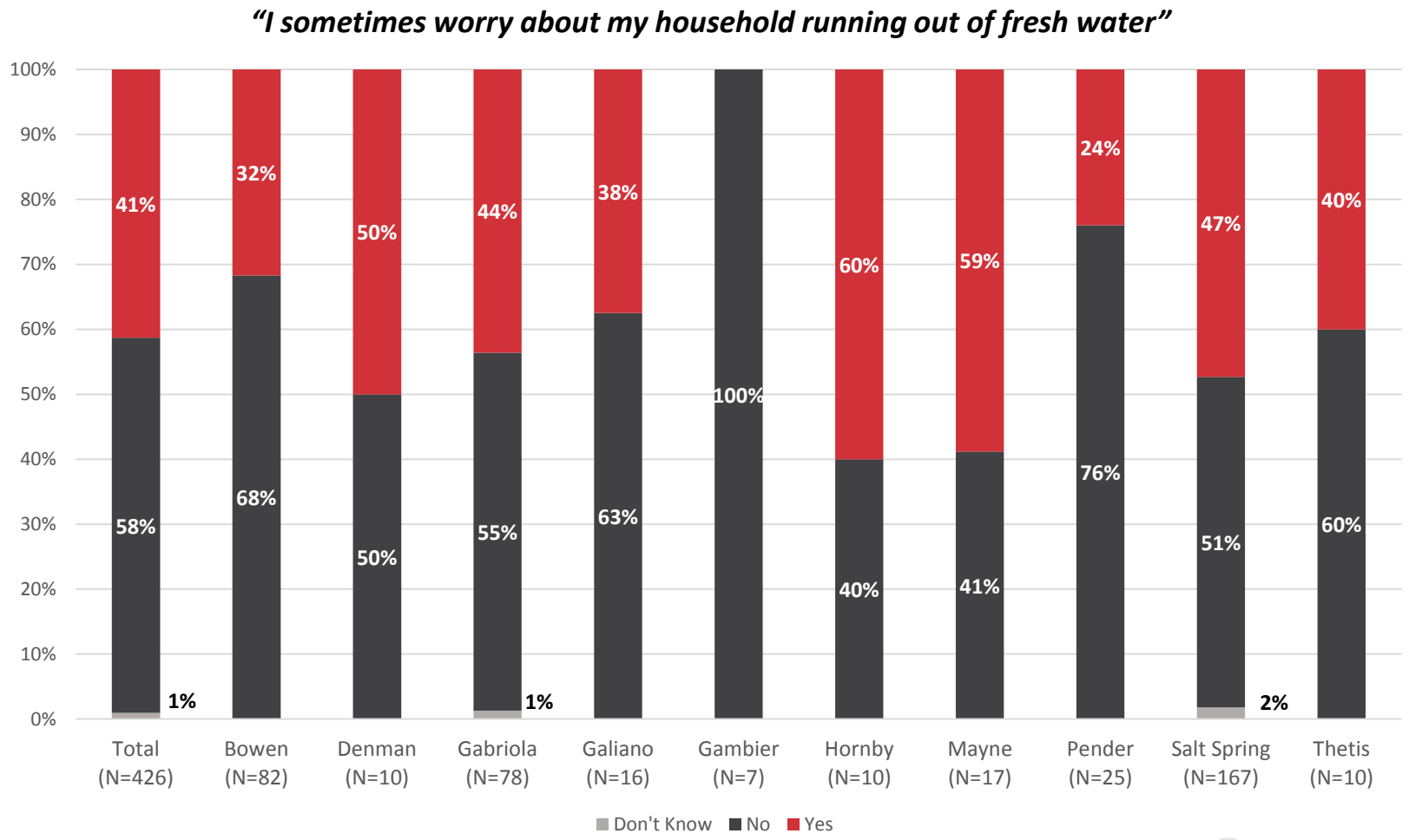
Agreement with Statements Regarding Island Life (Island Breakout*)



Source:
Q6. I am going to read a series of statements about living on the island. Please answer whether or not each statement applies to you. (N=426)
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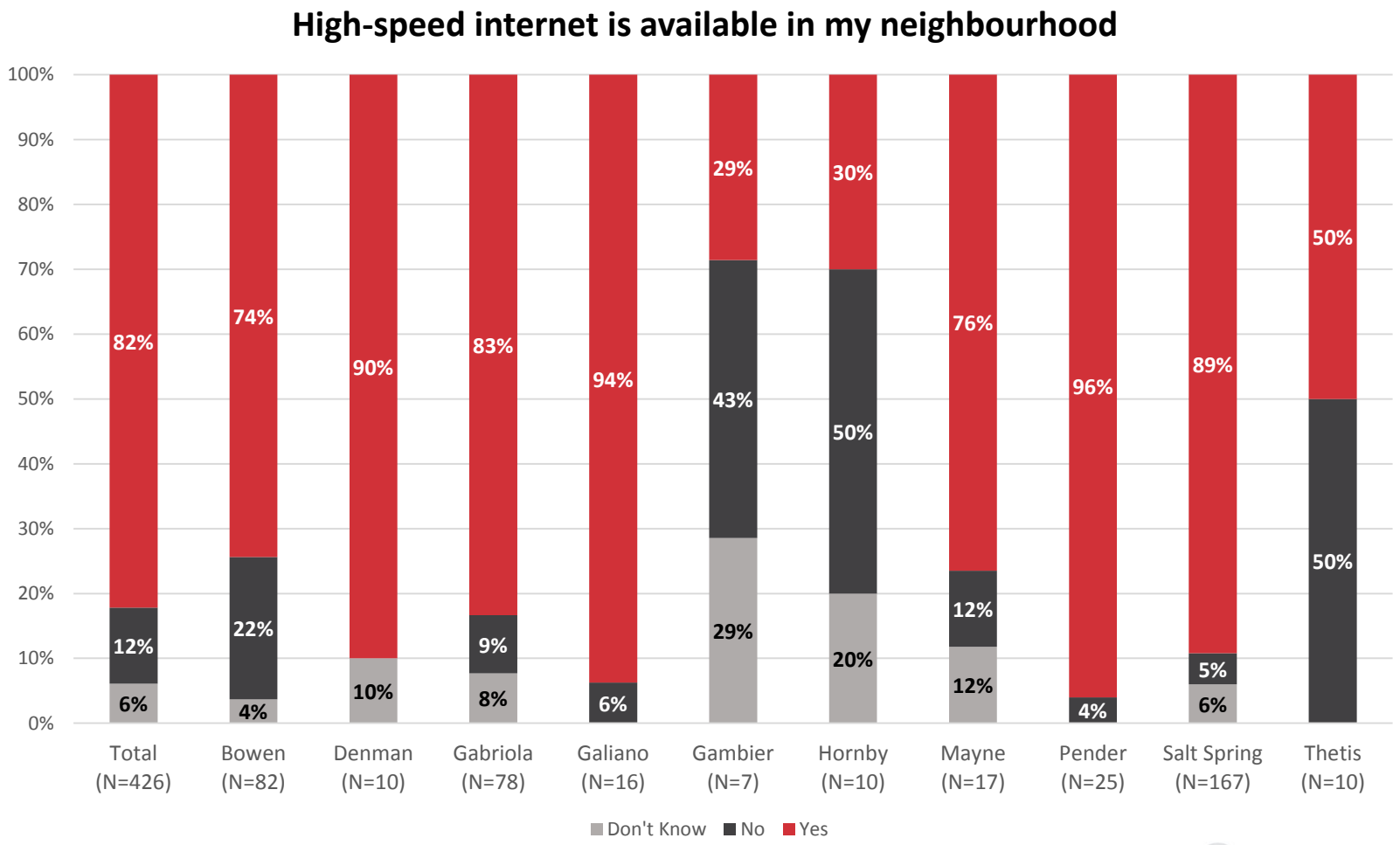
Agreement with Statements Regarding Island Life (Island Breakout*)



Source:

Q6. I am going to read a series of statements about living on the island. Please answer whether or not each statement applies to you. (N=426)

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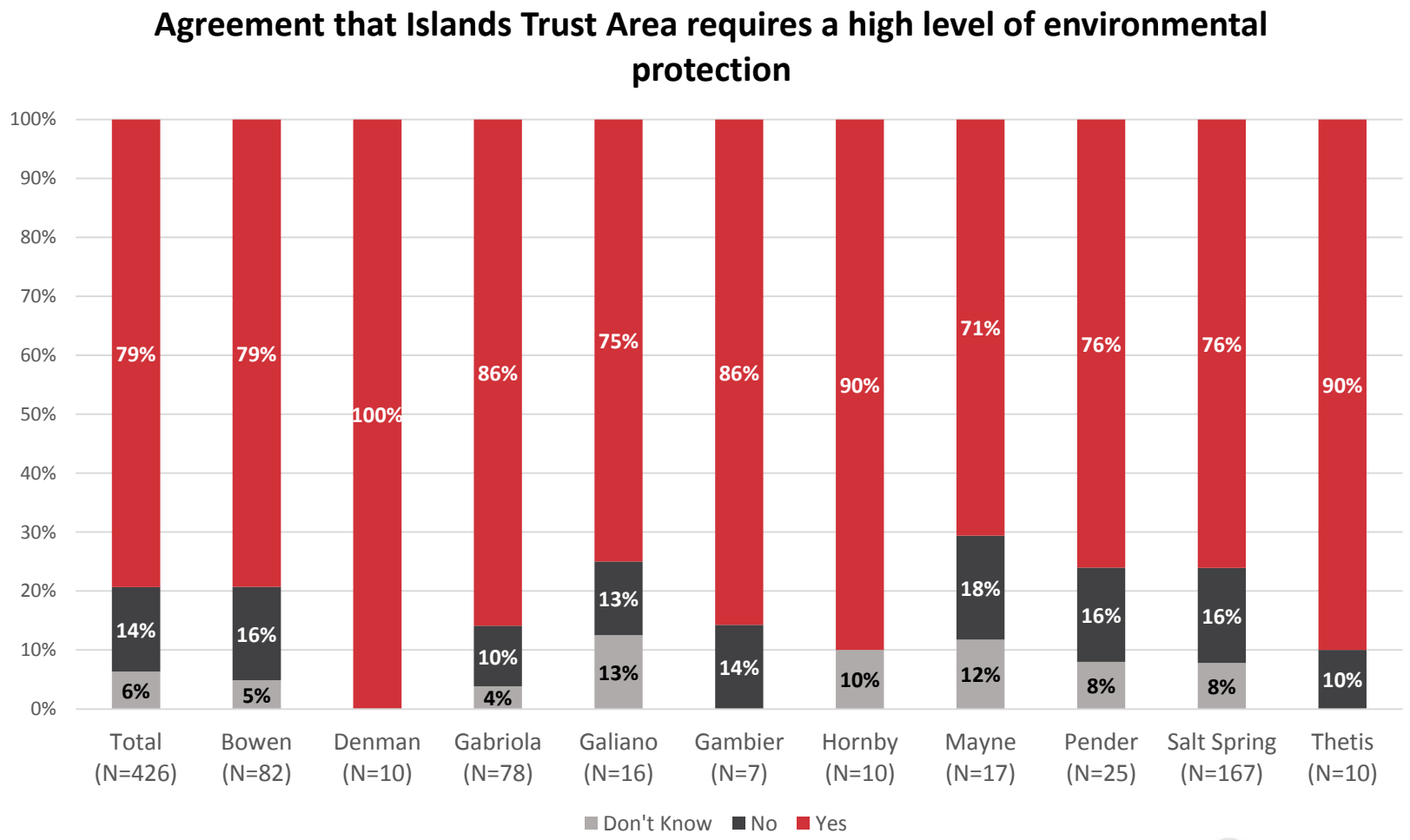
Agreement with Statements Regarding Island Life (Island Breakout*)



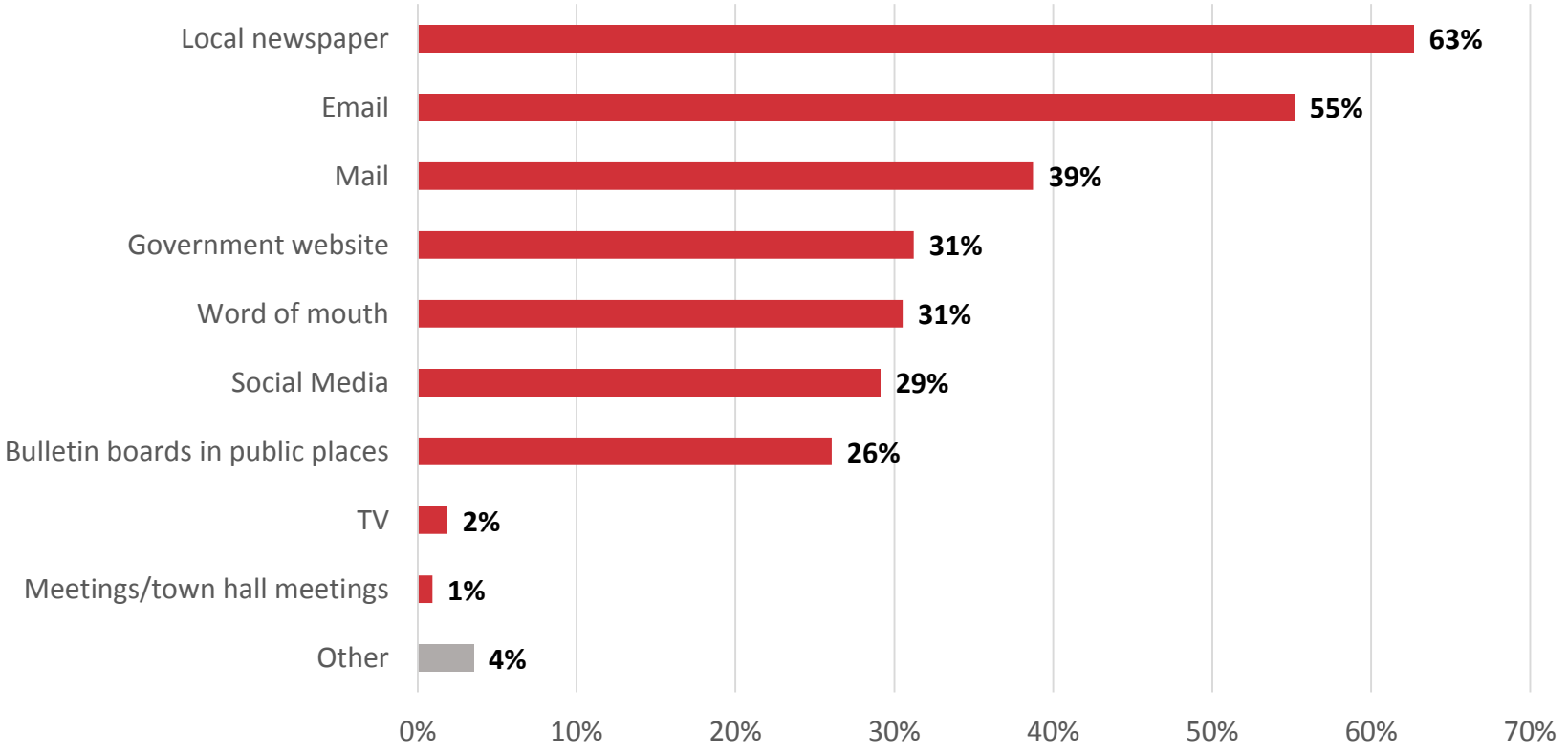
Source:

Q6. I am going to read a series of statements about living on the island. Please answer whether or not each statement applies to you. (N=426)

*Lasqueti Island and Saturna Island are not reported on due to a small sample size. One completion came from South Pender specifically. This has been grouped with the twenty four North Pender responses as 'Pender'.

Information Preference

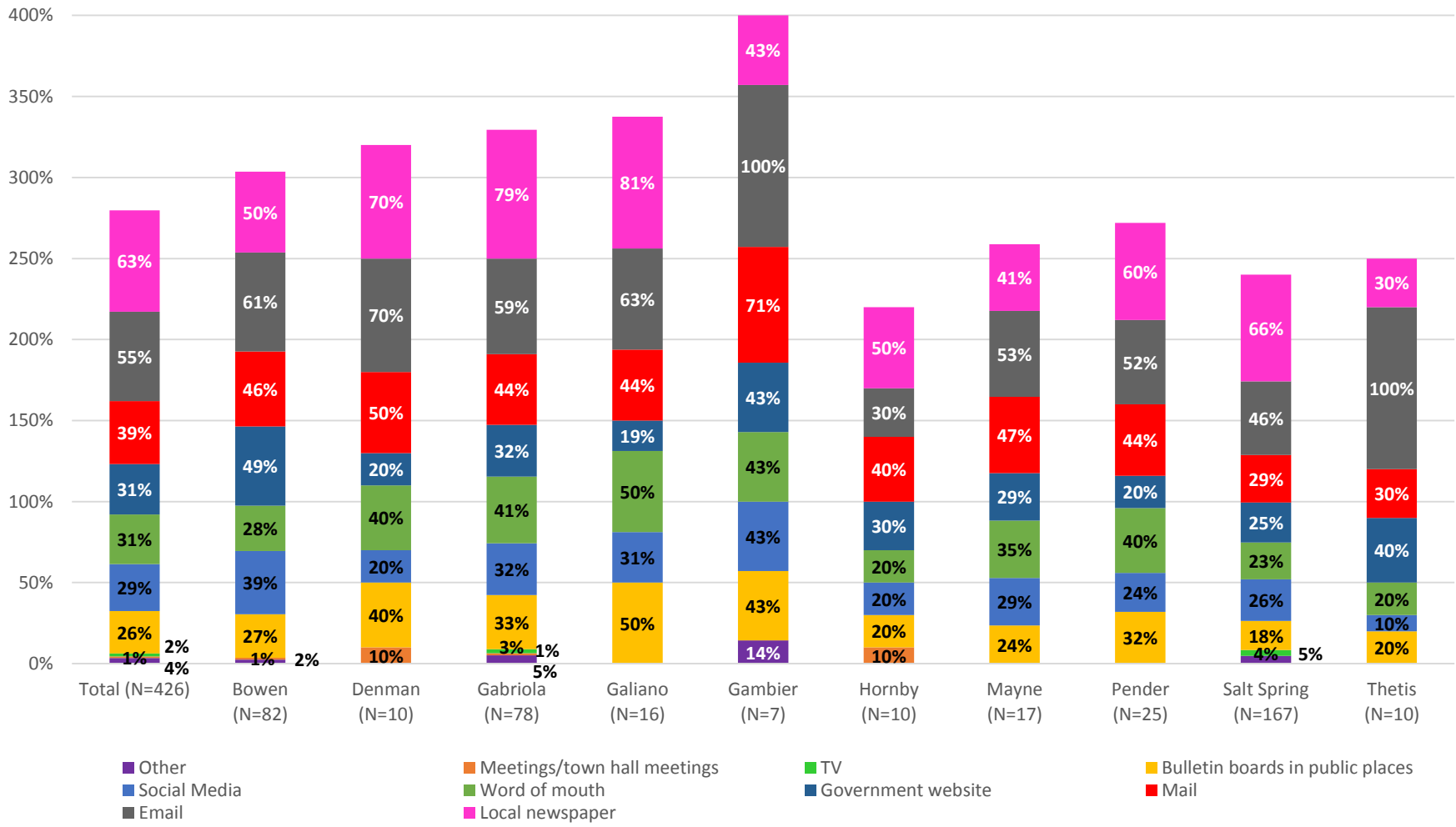
- The majority of respondents prefer to receive information from their local government through local newspapers (63%) and email (55%).
- 2-in-5 respondents prefer to receive information via Canada Post (39%).



Source:
Q7. How do you prefer to receive information from your local government? **[Select all that apply]** (N=426)

FORUM RESEARCH INC.

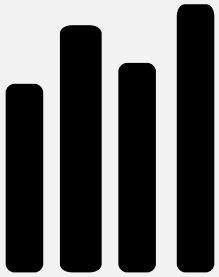
Information Preference (Island Breakout*)



Source:

Q7. How do you prefer to receive information from your local government? **[Select all that apply]** (N=426)

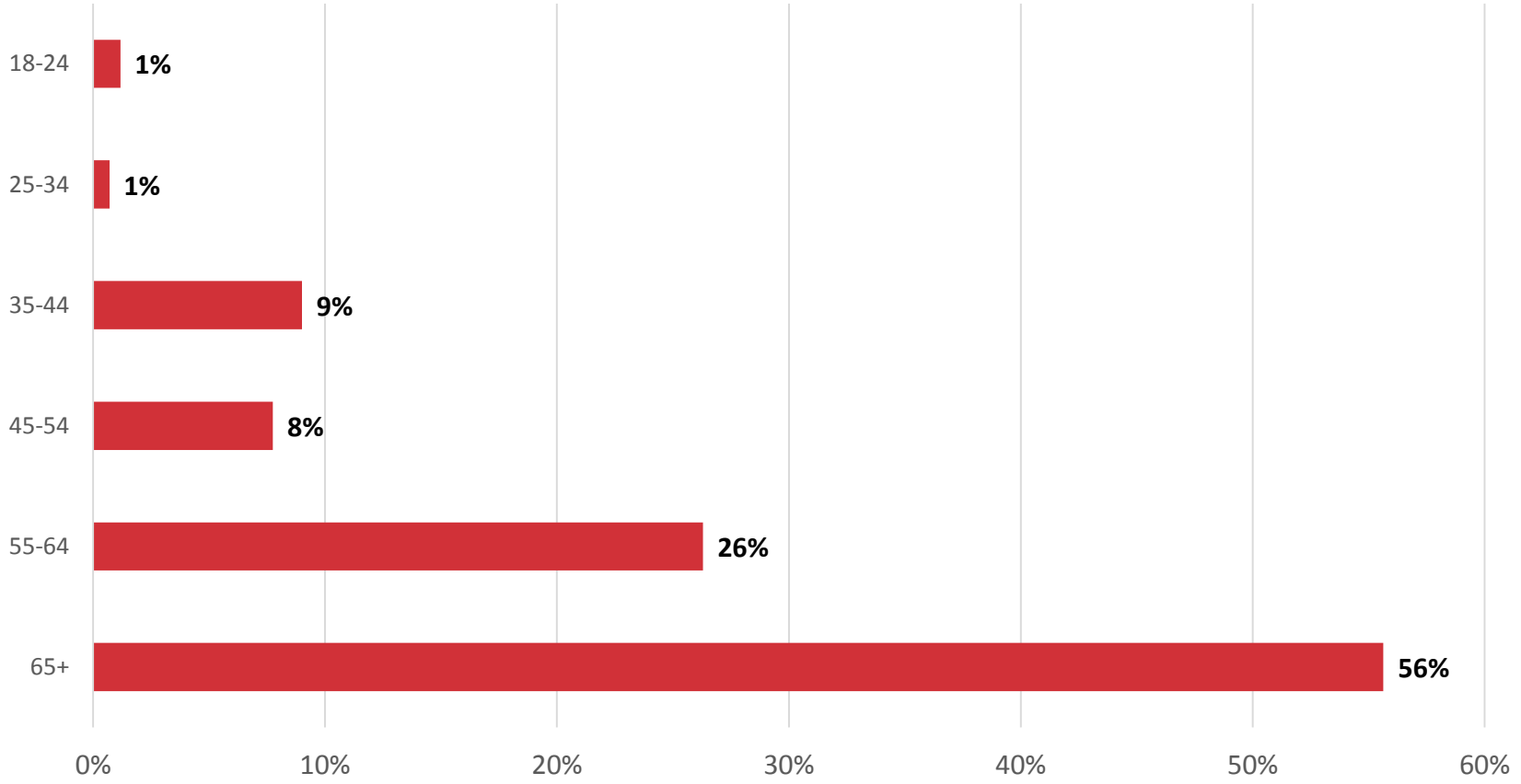
*Lasqueti Island and Saturna Island are not reported on due to a small sample size. One completion came from South Pender specifically. This has been grouped with the twenty four North Pender responses as 'Pender'.



Demographics

Age

- 82% of the respondents were above the age of 55.



Source:
Q8. Which age category do you fall into? (N=426)

FORUM RESEARCH INC.

REQUEST FOR DECISION

To:	Islands Trust Council	**For the Meeting of:**	December 3-5, 2019
From:	Trust Programs Committee	**Date Prepared:**	November 6, 2019
SUBJECT:	**Amendments to Islands Trust Community Stewardship Awards Program**		

RECOMMENDATION: That the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated December 5, 2019.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed policy changes respond to issues that arose during the recent delivery of the program and are consistent with Trust Council's commitment to Reconciliation.

1. **PURPOSE:** To provide Trust Council with recommended amendments to Policy 2.1.11 -- Administration of the Community Stewardship Awards Program.

2. **BACKGROUND:** In 2002, Trust Council initiated an annual awards program designed to recognize individuals and organizations that are pursuing actions in the islands that have made a significant contribution towards the Object of the Islands Trust. Policy 2.1.11 was established in December 2003. Since the program began, seven updates of the policy and/or nomination form have occurred with the last update occurring on December 7, 2016.

   In October and November 2019, the Trust Programs Committee reviewed and recommended the attached amendments to the policy and nomination form. These amendments are based on feedback received during the 2019 Community Stewardship Award Program's process. The following issues were identified, resulting in the proposed amendments to the policy and nomination form (see Attachments A and B):

   I. **Issue** – the current eligibility criteria does not exclude nominees if they are subject to a current bylaw enforcement action. The intention of the program is to recognize leaders that support the mandate of the Islands Trust; however, this intention is undermined if a nominee is subject to an open bylaw enforcement action.

      Proposed Amendment – add a clause under the 'Nomination Eligibility' section of the policy to exclude nominees from eligibility if they are subject to an open bylaw enforcement action and define what an open bylaw enforcement action means.

   II. **Issue** – the current policy makes no reference to excluding self-nominations by individuals, businesses, or groups for a Community Stewardship Award. The intention of the program is for the community to recognize individuals, businesses, or groups. Self-nominations may not

be reflecting the feelings of the community if the nominee has not been nominated by someone from the community.

Proposed Amendment – add a clause under the 'Nomination Eligibility' section of the policy to exclude self-nominations from eligibility for a Community Stewardship Award.

III. **Issue** – On March 14, 2019, Islands Trust unanimously adopted a First Nation's Reconciliation Declaration; however, prior to 2019, the nomination process did not include consideration of a nominated project or work's impact on First Nations. The intention of the proposed amendments to the policy and nomination form are to better align the Community Stewardship Award with the ongoing commitment of Islands Trust to establish and maintain mutually respectful relationships between Indigenous and non-indigenous peoples.

Proposed Amendments – In the Policy, include:

- under the 'Nomination Eligibility' section, add that the program is open to First Nation communities or organizations";
- under the 'Nomination Process' section, add "reconciliation" as a category for which an individual or organization can be nominated;

In the Nomination Form, include:

- in the opening paragraph, add that the program recognizes "First Nation communities or organizations";
- in the opening paragraph, change the language to clarify that the award is to recognize those that enhance the community or environment in a manner consistent with the mandate; and
- add three questions, focused on the nominee's work or project's support of Reconciliation, incorporating traditional First Nations knowledge, and connection to First Nations communities or Indigenous peoples.

3. IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: Adopting the proposed amendments to the Community Stewardship Awards Program's policy and nomination form will address the identified issues and bring the program into greater alignment with the newly adopted Climate Change Emergency and First Nations Reconciliation Declaration's.

FINANCIAL: No financial implications.

POLICY: The recommendation will amend Islands Trust Community Stewardship Awards Program - Policy 2.1.11.

IMPLEMENTATION/COMMUNICATIONS: The revised policy will be circulated to holders of the Islands Trust Policy Manual and placed on the Islands Trust website. It will also be reviewed with all staff who are responsible for administering the Community Stewardship Award program. Staff will update the Community Stewardship Award Program Administration Procedure for the Operations Manual. Communication of the changes be publicized when the next iteration of the Community Stewardship Awards Program is launched.

FIRST NATIONS: Strengthens intention of Reconciliation Declaration since multiple questions on the Nomination Form would be updated to ensure alignment with the Reconciliation Declaration.

OTHER: None.

4. RELEVANT POLICY(S): Policy 2.1.11

5. ATTACHMENT(S):

- **A.** Islands Trust Community Stewardship Awards Program – Policy 2.1.11
- **B.** Islands Trust Community Stewardship Awards Program – Nomination Form

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RESPONSE OPTIONS

Recommendation: That the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated December 5, 2019.

Alternative:

1) That different revisions to Policy 2.1.11 Administration of Community Stewardship Awards Program be adopted.

2) That Policy 2.1.11 Administration of Community Stewardship Awards Program not be amended at this time.

Prepared By: Lesley Valour, A/Sr. Policy Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services, November 1, 2019
Russ Hotsenpiller, CAO, November 14, 2019

Policy:	2.1.11
Approved By:	Trust Council
Approval Date:	March 7, 2003
Amendment Dates(s):	December 5, 2003; September 16, 2005; December 8, 2006; March 11, 2009; September 16, 2009; September 10, 2014; December 7, 2016; December 5, 2019
Policy Holder:	Director of Trust Area Services

ADMINISTRATION OF THE COMMUNITY STEWARDSHIP AWARDS PROGRAM

Purpose

1. To define policies that will ensure a fair and effective Community Stewardship Awards program in accordance with related policies of the Islands Trust Council.

2. To provide an opportunity for the Islands Trust to proactively and positively engage island communities in promoting stewardship within the Trust Area.

Definitions

Not applicable.

Policy Intention

1. The Islands Trust Council ~~will~~ has established an Islands Trust Community Stewardship Awards Program to recognize and encourage the actions of individuals and organizations that support the mandate of the Islands Trust.

2. The Islands Trust Council ~~will~~ offers the Community Stewardship Awards program every two years, on odd-numbered years.

3. The Trust Programs Committee of Trust Council ~~will be~~is responsible for initiating the Islands Trust Community Stewardship Awards Program in the first quarter of an odd-numbered year.

Nomination Eligibility

1. The program ~~will be~~ is open to any individual, First Nation community or organization, school (or classroom), community group, non-profit or business entity that has demonstrated efforts to enhance a community or its environment in the Trust Area in a manner consistent with the mandate of the Islands Trust. A nominee does not need to live on an Islands Trust island to qualify for nomination.

~~1.~~2. A nominee who is subject to an open bylaw enforcement action is not eligible to be nominated as an individual nominee. An open bylaw enforcement action means that their property is under investigation for non-compliance with an existing bylaw(s) for their local trust area. This may also include non-payment of a fine(s) and/or that they may be subject to a court order requiring compliance.

3. A nominee cannot self-nominate themselves, a business, or a committee/organization to which they belong. This policy is not intended to discourage nominations for broad community-type nominations from individuals who are part of that community, e.g. an Island resident, or a First Nation community or band.

~~2.~~4. Current staff members, contractors, and trustees are not eligible as an individual nominee and only become eligible twenty-four months after receiving final payment from the Islands Trust.

~~3.~~5. Organizations are not eligible as nominees if current staff members, contractors or trustees played a leadership role in the organization during the implementation of the nominated project or work.

~~4.~~6. Organizations that provide goods or services to the Islands Trust are eligible so long as the nominated project did not receive payment from the Islands Trust.

~~5.~~7. Projects that have received support from the Trust Conservancy Board are eligible if the value of the Islands Trust Conservancy cash and in-kind support is less than 50% of the project's budget.

~~6.~~8. Nominations can relate to either a single project, or to work carried out over a period of time.

~~7.~~9. At the time of nomination, the project or work must be ongoing or must have been completed within the previous twenty-four months.

~~8.~~10. Nominations must be received by the deadline established by the Islands Trust. Nominations submitted after the deadline will not be accepted unless the delay is due to a technical or logistical error on the part of the Islands Trust.

Nomination Process

1. Nominations will be invited under the categories of individuals, organizations, or additional. The 'additional' category may include, but is not limited to awards for enduring achievement, reconciliation, climate change (adaptation and/or mitigation), youth, or posthumous recognition.

2. Members of the public and other agencies may nominate individuals or organizations.

3. Each nominator may make one nomination per category every two years.

4. All nominators will be required to fill out the Islands Trust Community Stewardship Awards Nomination Form.

5. Each individual or organization nominated for an award must indicate acceptance of the nomination by signing the nomination form, or by sending an email accepting the nomination and confirm the information provided in their nomination form is accurate.

6. After the close of nominations, each nominee will receive a letter from the Islands Trust Chair recognizing their nomination.

Nomination Evaluation

1. In May of odd-numbered years, the Trust Programs Committee will evaluate and recommend award recipients to Trust Council for up to two awards in each of the individual and organizational categories, and for up to two additional awards in those or other categories while considering:

    1.1 the confidential comments provided by local trustees; and
    1.2 the following criteria:

    - relationship of project or work to the Islands Trust Policy Statement;
    - benefits to the community or Trust Area;
    - collaboration with others;
    - innovation;
    - community support;
    - time and effort; and
    - ongoing public service.

2. In June of odd-numbered years, the Islands Trust Council will decide upon the Community Stewardship Award recipients while considering the items above, as well as the Trust Programs Committee's recommendations.

3. Nominations will be evaluated based on the information in the nomination form. Letters of support or other supporting materials will not be part of the evaluation.

Award Presentation

1. Local trust committees and/or island municipalities will present the awards to the recipients. If an Islands Trust Council meeting is scheduled on an island in September, the local trust committee may choose instead to present the award(s) at that meeting.

2. The Awards will consist of framed certificates and/or small mementoes that represent the unique nature of the Islands Trust Area and, where practical, are constituted from products distinct to the Islands Trust Area.

Program Costs and Fees

1. The cost for each award will not exceed $100.

2. Local trust committees may use up to $100 from their local trust committee budgets to cover the costs of a public presentation ceremony.

Legislated References

1. Islands Trust Policy Statement, Part II - The Islands Trust Object and its meaning

   to achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities.

2. Islands Trust Council Policy 6.5.3 Purchasing Procedure.

3. Islands Trust Policy 6.1.1 First Nations Engagement.

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

Attachment: Nomination Form

Islands Trust Community Stewardship Awards

Nomination Form

Deadline for submission: **[INCLUDE DATE AND TIME].**

Trust Council uses the Community Stewardship Awards Program to recognize any individual, First Nation community or organization, school (or classroom), community group, non-profit or business entity that has demonstrated efforts to enhance a community or its environment in the Trust Area in a manner consistent with the mandate of the Islands Trust. A nominee does not need to live on an Islands Trust island to qualify for nomination.

Instructions: Please ensure that you have read the Frequently Asked Questions document before nominating a potential candidate, and ensure that your nominee has agreed to be nominated.

Nominator Information

Name of Nominator or Nominating Organization:	
Contact person for Nominating Organization (if applicable):	
Address:	
Phone Number:	
Email:	

Nominee Information

Name of project or accomplishment:	
Name of Nominee or Nominated Organization:	
Contact person for Nominated Organization (if applicable):	
Address:	
Phone Number:	
Email:	

Acceptance of Nomination

The nominee or representative of a nominated organization should sign below to accept the nomination and to confirm the information provided is accurate. Alternatively, if this form is submitted via email, the nominee may send an email to: csa@islandstrust.bc.ca to accept the nomination and to confirm the information provided is accurate.

Signature:	Date:

Project Description

Please provide the following information about the nominated individual, project and/or body of work.

1. What was/is the overall purpose of the project or body of work?

Please describe the activities and events of the project or body of work, including the timeline. Provide details about who was involved in the project—planning, promoting and funding it. (250 words max)

2. Describe how the individual, project and/or body of work relates to the preserve and protect object of the Islands Trust:

How did the project or body of work encourage activities consistent with the mandate of the Islands Trust as outlined in the Islands Trust Policy Statement? (e.g. did the work protect, enhance or restore the natural environment? Did the work support the protection and conservation of cultural, sacred, or archaeological areas?) (150 words max)

3. Describe the benefits of the project to community or the regional Islands Trust Area.

Describe how the project was or will be meaningful and lasting to the local community, or to the entire Islands Trust Area. Who benefits? How much? How long will the benefits last? (150 words max)

4. Describe how the nominee collaborated with others.

How did the nominee collaborate with others and broaden support for the project? How many people were involved in the project or body of work? Did the nominee share knowledge and create learning for the community and others? (150 words max)

5. Describe how the project or body of work was particularly innovative.

How did the project or body of work create new ways of doing things or develop new solutions? Was there innovation in the degree or type of community participation? (150 words max)

6. Describe the degree to which the community supported and became involved in the project or body of work.

How broadly did members of the community support the project or body of work, and become involved in it to achieve success? Did the nominee build community connections and reach out to those who might not be natural supporters of the project or body of work? (150 words max)

7. If the project or body of work addresses climate change, describe how the project or body of work prepares your community to adapt or mitigate to climate change. (150 words max)

8. How or did the project or body of work support Reconciliation or raise awareness of Reconciliation within the community. (150 words max)

9. How or did the project or body of work incorporate understanding about, or enhance education of, Indigenous Traditional Knowledge regarding stewardship. (150 words max)

10. Is or did the project or body of work connect or reach out to First Nations communities or Indigenous Peoples within the Islands Trust Area. (150 words max)

We recommend that you keep a record of your nomination.

Submit by email to csa@islandstrust.bc.ca. You may also submit by fax to (250) 405-5155, or by mail to:

Community Stewardship Awards
Islands Trust
200-1627 Fort Street
Victoria BC V8R 1H8

***Collection Notice**: 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 purposes associated with the 2019 Community Stewardship Awards program.*

Enquiries about the collection or use of information in this form can be directed to Carmen Thiel, Legislative Services Manager at 250-405-5188.

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 3-5, 2019
From:	Clare Frater, Director Trust Area Services	**Date Prepared:**	November 13, 2019
SUBJECT:	Update - Islands 2050: The Future of the Trust Area		

PURPOSE: To provide an update to the Islands Trust Council on the Islands 2050 engagement project.

BACKGROUND:

Trust Council's Policy Statement Amendment Policy (1.2.i) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks.

The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to co-ordinate a review of the Introduction, Part I, Part II and Schedule 1 - Definitions sections and climate policies of the Policy Statement. In accordance with the Policy Statement Amendment Policy, the Executive Committee has adopted an engagement plan and project charter to guide the amendment process. In September 2019, Trust Council approved the interim 2018-2022 Strategic Plan with the strategy: Amend the Policy Statement introductory and definitions sections.

To inform amendments to Parts One and Two, staff launched the Islands 2050: The Future of the Trust Area engagement on September 6, 2019 via news release with the intention to gather information and insight from residents and non-residents about their concerns and vision for the next 30 years on the Trust Area. Multiple approaches have been undertaken to seek input on this project which are outlined below, along with updates on key project components.

The approach is one of openhearted engagement. The engagements offer a genuine opportunity to better understand the visions, including hopes and concerns, which individuals and communities have for the future of the Islands Trust Area. Discussions are framed through the "preserve and protect" Object of the Islands Trust with acknowledgement that the Islands Trust is within the traditional and treaty territories of Coast Salish Peoples, and that Policy Statement policies and principles need to uphold the Islands Trust Reconciliation Declaration.

Face-to-Face Engagement:
The primary goals of this engagement have been to seek input, increase knowledge and awareness of Islands Trust. The engagement sessions inform participants on a range of topics, such as local and regional current conditions and future issues within the Trust Area, and inform them of the Policy Statement Amendment Project. The two primary methods of face-to-face engagement have been open houses/vision booths and booths on BC Ferries. While all events achieve the goal of improving the community's knowledge of Islands Trust, the engagement events with group discussions provide an opportunity for staff to gain a high level of input.

The face-to-face events are centered on 14 storyboards that provide information on the Policy Statement, the amendment project, climate change, local and regional context, and First Nations and

Reconciliation information. The storyboards are informed by the State of the Islands 2016 report and other information.

Islands 2050 Open Houses and Vision Booths:

Date	Local Trust Area/ Bowen Island	Venue	Participants	Engagement methods	Promotion methods
Tues, Sept. 10, 2019	Gambier Island LTA	John Braithwaite Centre, North Vancouver,	23	Open House with Storyboards and Group Discussions	Subscriber Notice, Trustee Email List, Posters
Fri, Sept. 13 – Sun, Sept. 15, 2019	Salt Spring Island LTA	Salt Spring Island Fall Fair	78	Vision Booth	Subscriber Notice
Mon, Sept. 16, 2019	Bowen Island Municipality	Bowen Island Public Library	36	Open House with Storyboards	Bowen Undercurrent Ad, Bowen Under Current Article, Posters, Bowen Island Municipality's Facebook Page, BC Ferry Rides (x2), Trust Council Advertisement
Mon, Sept. 30, 2019	Galiano Island LTA	Lions Club Hall	64	Open House with Storyboards and Group Discussions	Subscriber Notice (x2), Facebook Event, Poster Distribution, Trustee Email List
Mon, Oct. 7, 2019	Mayne Island LTA	Mayne Island Agriculture Hall	50	Open House with storyboards and Presentation	Subscriber Notice (x2), Facebook Event, Poster Distribution, Trustee Email List
Thurs, Oct. 17, 2019	Gabriola Island LTA	Gabriola Arts and Heritage Centre	22	Open House with Storyboards and Group Discussions	Subscriber Notice (x2), Facebook Event, Gabriola Sounder Ad, Trustee Email List
Mon, Oct. 28, 2019	Hornby Island LTA	Hornby Island Community Centre	47	Open House with Storyboards and Group Discussions	Subscriber Notice (x2) Facebook Event, The Islands Grapevine – Insert, Trustee Email List, Poster Distribution, Hornby Tribune Ad
Tues, Oct. 29, 2019	Denman Island LTA	Denman Island Community Centre	21	Open House with Storyboards, Q and A, and Group Discussions	Subscriber Notice (x2) Facebook Event, The Islands Grapevine – Insert, Poster Distribution
Totals to Date:	**10 days of Events**	**8 LTA's and BIM**	**341**		

Additional promotion for all events incudes the Islands 2050: The Future of the Trust Area Whiteboard Animated Video and Facebook Ad, Website Landing Page Pop Up, Website Event page, and Project Page.

Islands 2050 booths on BC Ferries:

Date	Local Trust Area/Bowen Island	Ferry Route	Conversations with People	People looking at materials and Storyboards
Mon, Sept. 9, 2019	Bowen Island Municipality	Snug Cove – Horseshoe Bay	25	26
Tues, Sept. 10, 2019	Bowen Island Municipality	Snug Cove – Horseshoe Bay	45	30
Fri, Sept. 20, 2019	Salt Spring Island LTA	Fulford Harbour – Swartz Bay	15	22
Fri, Sept. 27, 2019	Saturna Island LTA, Mayne Island LTA, and Galiano Island LTA	Gulf Islands Ferry – Swartz Bay	10	8
Thurs, Oct. 3, 2019	North Pender LTA and Mayne Island LTA	Gulf Island Ferry – Swartz Bay	17	33
Thurs, Oct. 10, 2019	Gabriola Island LTA	Nanaimo – Gabriola	10	22
Total to Date:	**6 days of Events**	**7 LTA's and BIM**	**122**	**141**

Upcoming activities include:

Date	Local Trust Area/Bowen Island	Venue	Engagement methods	Promotion methods
Tues, Nov. 19, 2019	Salt Spring Island LTA	Piers Island Fire Hall	Open House with Storyboards	Email to all residents through on islands organizations
Thurs, Nov. 21, 2019	Lasqueti Island LTA	Lasqueti Island Community Centre	Open House with Storyboards and Group Discussions	Subscriber Notice, Trustee Email List, Posters, Isle and Times - Ad
Fri, Nov. 22, 2019	Thetis Island LTA	BC Ferry	Vision Booth	Subscriber Notice
Mon, Nov. 25, 2019,	Thetis Island LTA	Thetis Island Annex Elementary School	Open House with Storyboards and Group Discussions	Subscriber Notice (x2) Facebook Event, Facebook Ad, Mail out, Poster Distribution
Wed, Nov. 27, 2019	North Pender / South Pender LTA's	Anglican Church, 4703 Canal Rd, Pender Island	Open House with Storyboards and Group Discussions	Subscriber Notice (x2) Facebook Event, Facebook Ad, Mail out, Household Mailbox – Flyer Distribution, Poster Distribution
Fri, Nov. 29, 2019	Salt Spring Island LTA	Rainbow Road Indoor Pool	Vision Booth	Subscriber Notice, Facebook Event, Facebook Ad
**Sat, Nov. 30, 2019*	*Saturna Island LTA*	*Holiday Market – Recreation Centre*	*Vision Booth*	*Subscriber Notice, Facebook Event, Posters*
**Fri, Dec. 6, 2019*	*Galiano Island LTA*	*DayStar Market*	*Vision Booth*	Subscriber Notice, Facebook Event, Trustee Email List
**Mon, Dec. 9 – Thurs, Dec 12, 2019*	*Salt Spring Island LTA*	*Swartz Bay Terminal*	*Vision Booth*	*Subscriber Notice to all Southern LTA's, Facebook Ad*

**Fri, Dec. 13, 2019*	Salt Spring Island LTA	Rainbow Road Indoor Pool	Vision Booth	Subscriber Notice, Facebook Event, Facebook Ad

**Events to be confirmed.*

A mail out will be sent out to associated islands and Ballenas-Winchelsea LTA shortly to notify them about the project and how to engage in the process.

Promotion:
Staff have developed a brand for the Islands 2050 engagement project and promoted the project through the following promotional materials/methods (different methods used in different regions):

- Islands 2050: The Future of the Trust Area Whiteboard Animated Video
- Facebook events that can be shared by trustees
- Email Subscriber Notices
- Pop Up on Website Landing Board
- Project Website
- Facebook ads
- Local Trustee email lists
- Posters distributed on islands prior to events
- Mail outs
- Printed Ads in Newspapers and Magazines
- Rack cards

NB: Promotion of some events in September were delayed due to a vacancy in the Communications Specialist position.

Correspondence:
In June 2019, the Chief Administrative Officer wrote to all First Nations in the Trust Area to advise them of the project.

In August 2019, the Islands Trust Chair wrote to the Minister of Municipal Affairs and Housing regarding the Islands 2050 project and received an encouraging reply in October.

In October 2019, the Islands Trust Chair wrote a thank you letter to BC Ferries for their support of Islands 2050.The opportunity to have booths on the ferries provided staff with a unique opportunity to speak with local residents and visitors to the Islands Trust Area about this project. Access to ferry routes will continue until the projects end.

Staff have received less than five letters from members of the public. These letters and any additional letters received will be provided to Trust Council with the final engagement report.

Online Engagement:
Staff launched the Islands Trust Facebook account softly at the beginning of September coinciding with Islands 2050 launching. Facebook has helped inform and encourage people to participate by promoting individual open houses, vision booths and ferry ride events, the Islands 2050 video and Thought Exchange questions.

The Islands Trust website has been a useful tool to promote the project and the community engagements. When users arrive on the Islands Trust landing page, on the lower-right hand side of the screen a pop up appears with “Join the conversation: Islands 2050 – Learn more” on it. Since September 6, 2019, we’ve had 583 users click on the pop up where they end up on the Islands 2050 page which introduces the project through a range of ways. The website page provides links to news releases, past letters, and Thought Exchange questions. The page also provides information and graphics on how users input will be used, First Nations impact, and what we’ve done so far. The page also links to upcoming

events and the Islands 2050 video. In addition, 181 website users have clicked through using links staff have sent out through Facebook and subscriber notices.

As part of the online engagement, staff have provided two questions for members of the public to answer using the program called Thought Exchange. The two questions staff asked are:

1) What are you values for the Trust Wide Area?
2) In the context of a changing climate, what concerns do you have for the region over the next 30 years?

Thought Exchange is an online tool that allows participants to undertake an iterative process to provide their thoughts on specific questions (limited to 145 characters). Thoughts from others are then shared (anonymously) and participants have the opportunity to rank these thoughts in terms of importance. The process collects demographics and island profiles. As of November 13, 2019, the Thought Exchange questions have received over 327 participants, 439 thoughts, and 6,599 ratings. The campaign will run until December 20, 2019.

The short white-board animated video called Islands 2050: The Future of the Trust Area has had 93 views on YouTube and 74 views on Facebook despite uploading the video late in the engagement process.

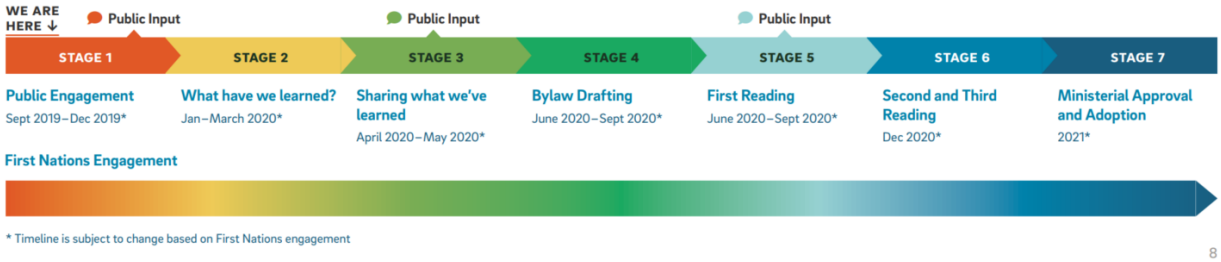
First Nations Engagement:
Islands Trust is committed to First Nations reconciliation and Islands 2050 provides an additional opportunity to further engage. Staff have reached out to First Nations governments through correspondence that outlines potential methods of engagement on the Policy Statement. At this time, staff have worked to strengthen relationships with First Nations leadership and with interagency representatives. Islands Trust staff have been working closely with Ministry of Indigenous Relations and Reconciliation (MIRR) staff by meeting with them in the last quarter to discuss how to meaningfully engage and to work more closely with MIRR at the treaty table. Various meetings were held with First Nations governments to outline how the Policy Statement aligns with the work of Bill 41 - *Declaration on the Rights of Indigenous Peoples Act, 2019*. The landscape of Reconciliation is continually changing and this requires staff to adapt and be reflective of how First Nations would like to engage regarding the Policy Statement. Staff anticipate meetings with First Nations beginning in January 2020.

Intergovernmental Advisory Group:
As requested by the Ministry of Municipal Affairs and Housing, the Islands 2050 project has an inter-ministry advisory group comprised of a representatives from the Ministry of Municipal Affairs and Housing, the Ministry of Indigenous Relations and Reconciliation, the Ministry of Environment and Climate Change Strategy, and the Ministry of Forests, Lands and Natural Resource Operations and Rural Development. Staff will keep the advisory group members up to date with the project's progress via emails and phone calls. As stated above, staff have been working closely with MIRR to arrange meetings with Nations and presentations to staff and trustees. Staff have had minimal concerns from both the Ministry of Environment and Climate Change Strategy and Ministry of Municipal Affairs and Housing.

Budget:
The project has a $60,000 budget. The project has incurred more than $21,000 in expenses to date and staff expect that $15,000 will be carried over from this fiscal budget (2019/20) into next year's fiscal budget (2020/21).

ATTACHMENT(S): None.

FOLLOW-UP: Staff will continue to deliver the project under the guidance of the Executive Committee and Trust Programs Committee. .



Once the public engagement component concludes in December 2019 staff will begin analyzing the information received to date while continuing to engage with First Nations. Trust Programs Committee is considering next steps for the Policy Statement Amendment Project.

Prepared By: Lesley Valour, A/Sr. Policy Advisor
Lisa Wilcox, Sr. Intergovernmental Policy Advisor
Gillian Nicol, Program Coordinator, Trust Area Services

Reviewed By/Date: Clare Frater, Director Trust Area Services / November 13, 2019
Russ Hotsenpiller, Chief Administrative Officer/November 14, 2019

TRUSTEE SUMMARY UPDATES

File No.: 2960-20-06
Summary & Trustee Update

DATE OF MEETING:	December 5, 2019
TO:	Trust Council
FROM:	David Maude, Mayne Island LTC
SUBJECT:	Subject

PURPOSE

As a member of the BC Ferry Advisory Committee, update Trust Council on recently attended meetings and current issues.

Since Septembers meeting on Bowen Island there have been several important events with regards to BC Ferries.

In early November the announcement was made that four additional Island class ferries would be constructed. These new ships carry up to 47 vehicles and 450 passengers and two each will serve Quadra and Gabriola Islands starting in 2022.

However the anticipated announcement of the contract to build a forth Salish Class vessel to serve the Southern Islands did not happen. Previously it was stated there were issues with contract costs and delivery times which were hopefully to be resolved at the end of October but at the time of writing nothing has been announced either way. There already was concern with the ongoing delay of the delivery date, the potential for the new build not to happen at all would have a very serious impact on the communities who are struggling with capacity issues year round.

Independent of BC Ferries, the Minister of Transport has been conducting a series of invitation only Visioning Meetings this fall with regards to the future of BC Ferries and how they will evolve to meet the future needs of the Province. In the New Year they intend on expanding to an online forum from the general public. It will be interesting to see the final results – we have been down this road many times with successive Governments with little or no change from the status quo to date.

Submitted By:	David Maude	November 17, 2019

TRUSTEE SUMMARY UPDATES

File No.: 2960-20-06
Summary & Trustee Update

DATE OF MEETING:	December 5, 2019
TO:	Trust Council
FROM:	David Critchley, Denman Island Local Trustee
SUBJECT:	Report re BC Ferries Advisory Committee for Denman and Hornby Islands

PURPOSE: UPDATE FOR INFORMATION.

In August the Denman cable ferry encountered an aquaculture net that wrapped around a cable and started a process of stripping the heavy plastic covering from the cable. BC Ferries (BCF) responded quickly and assisted in a cleanup of beach debris, including plastic pieces from the cable. CEO Mark Collins came to Denman and met with the FAC. It was pointed out that the plastic covering is used to reduce noise and that the shedding issue has been discovered in seven of seventy cable ferries worldwide. The exact reason for this is unknown at present. Mr. Collins committed to solving the problem.

On October 29th the FAC met on Hornby. BCF reported hiring a consultant to investigate and report on alternative cables for the Denman ferry. A commitment was made to transition away from plastic coated cables. The last plastic-coated cable in stock will necessarily be used for the replacement of the south guide cable which is at the end of its designated service life. (These cables have an expected life of 6 to 10 years but in practice are used for three years: one year as a drive cable then two years as a guide cable.)

In early December the cable ferry will be replaced for 5 or 6 days for servicing, including replacement of the south guide cable and installation of a new drive wheel. The Quinitsa will be used as a replacement.

In Spring 2020 a new BCF website will be introduced which will have “reservation functionality” and it is contemplated that a pilot project may be conducted on a small route reservation system. The Denman and Hornby routes would be considered for such a project.

Traffic congestion at Gravelly Bay will be controlled by flaggers next summer as this has been found to be helpful. Terminal redevelopment there is expected to start in the Fall of 2020 and to be finished by spring 2021. That project will raise the car parking capacity from 12 to 50.

An FAC conference call update on November 18th reported that a new cable type has been selected. It is a steel flattened-strand uncoated design. The flattened design is used to make better contact with the drive wheel and reduce noise without a coating. The new cables are expected to be available by next summer.

Submitted By:	David Critchley	November 21, 2019

Salt Spring Island Watershed Protection Alliance

Date: 2019-11-16

Date of Meeting: 2019-11-26

To: Salt Spring Island Local Trust Committee

From: Salt Spring Watershed Protection Alliance Steering Committee

Re: Monthly Report of Salt Spring Island Watershed Protection Alliance

CRD = Capital Regional District
SSIWPA = Salt Spring Island Watershed Protection Alliance Steering Committee
TWG = Technical Working Group

REPORT:
There have not been any SSIWPA Steering Committee meetings held during the period 2019-10-22 and the time of writing this report.

In addition to several administrative actions related to SSIWPA, its working groups and projects, the following coordination actions minuted at the SSIWPA Steering Committee meeting 2019-10-22 have been completed:

1. SSIWPA Terms of Reference amendments. - attached
2. Coordinated TWG meeting for:
    a. TWG review of *Salt Spring Groundwater Recharge Potential Mapping* report by GW Solutions.
    b. TWG review of *Salt Spring Targeted Groundwater Well Monitoring Pilot* draft report by W. Shulba.
    c. Review of TWG membership and election of Chair for 2020.
3. Coordinated 2 meetings of Rainwater Subcommittee - Rainwater Harvesting Resource Guide education and outreach project.
4. Coordinated development, review and circulation of correspondence from SSIWPA to Capital Regional District (CRD) to communicate SSIWPA agreement by consent to request that CRD act as lead agency to coordinate and execute a Water Availability and Demand Climate Change Assessment for both Fulford Water Service Area and Cedar Lane Water Service Area.

The following coordination actions are in process, as directed: (see over)

1. Coordination of the drafting, review and development of the Draft SSIWPA Work Plan and Draft Budget for the 2020-2021 fiscal year.

2. Coordination of financial reporting and management, including collaborative project cost sharing between CRD and Islands Trust for a SSIWPA-coordinated project where funds were committed.
3. Coordination of monitoring equipment stewardship changes from Cusheon Lake Stewardship Committee to SSIWPA, with collaboration from Ministry of Environment and Climate Change Strategy staff.
4. Coordination of SSI Targeted Groundwater Well Monitoring Pilot project wrap up:
    a. Create and have reviewed the financial statement for report to funders.
    b. Coordinate venue and advertising and invitation details for public presentation.
    c. Coordinate monitoring station steward agreements for project continuation.
    d. Coordinate data collection visits.
5. Coordination of lake level monitoring at 4 lakes; renewal of station steward agreements whose term has come to completion; and correspondence about change of monitoring location as required.
6. Completion of project task management and project task execution for the Rainwater Harvesting Resource Guide project, such as:
    a. Suggest scope of work for SSIWPA approval.
    b. Review existing materials and literature.
    c. Draft simple brochure for SSIWPA approval.

Howe Sound Community Forum Update/Report

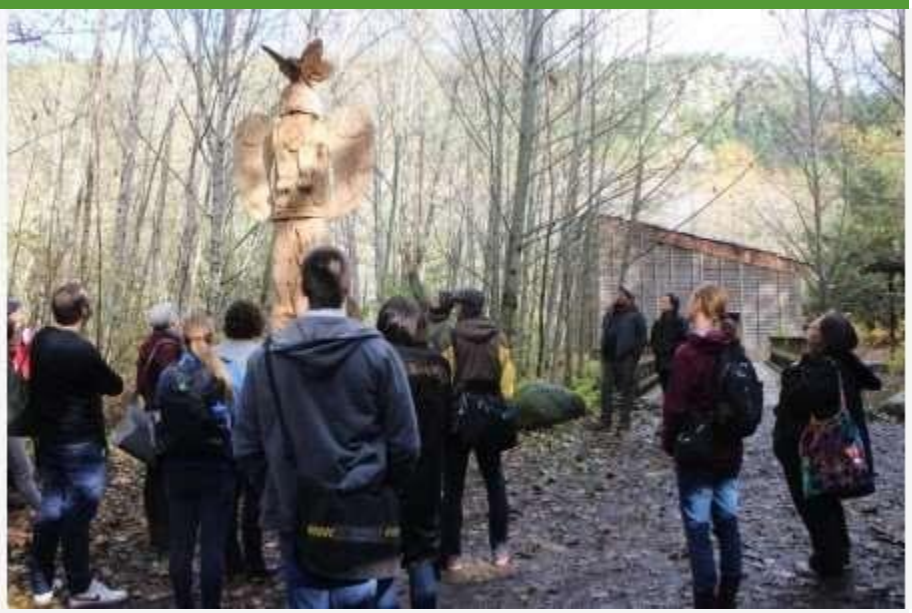
The Howe Sound Community Forum was held on October 25th. A full report can be found below.

Attending on behalf of the Trust were Trustee Rogers, Councillor/Trustee Fast and Trust Area Services Director Clare Frater.

Trustee Rogers gave an update on the actions of the Trust related to the Trust Policy Statement Review (Vision 2050) and recent activity in the Gambier Local Trust Area. Of note, Trustee Fast signed an endorsement at the meeting for the Howe Sound / Atl'ka7tsem Unesco Biosphere Reserve application as the Chair of the Gambier Island Local Trust Committee pursuant to a motion of the Gambier Island LTC.

Fall 2019 Forum Review

November 1, 2019



On Friday October 25, 2019, 58 people found their way into the woodlands of Paradise Valley north of Squamish for the Alt'ka7tsem/Howe Sound Community Forum, hosted by the District of Squamish.

Mayor Elliott

The Forum was held on the unceded lands of the S?wx?wú7mesh Úxwumixw at the Cheakamus Centre in the Environmental Learning Centre, an appropriate location for the afternoon's discussion on Leading in a Climate Emergency.

Following the welcome from Joyce Williams, Squamish Nation Council member, Mayor Karen Elliott gave an overview of the challenges and opportunities in fast growing Squamish.

Newly elected MP elect Patrick Weiler, MLA Jordan Sturdy and representatives from each local government in the region provided updates on priorities and issues in their

communities of Whistler, Bowen Island, Gambier Island Local Trust Area, West Vancouver, Gibsons, West Howe Sound, Squamish and Lions Bay.

Co-chair Doug Race of the Ocean Watch Task Force reported on the tasks completed by the Task Force that has now concluded its mandate. A request was made to the forum members to participate in an upcoming meeting to set out a new terms of reference and appoint a new chair. The Ocean Watch Task Force's strategic plan is online and is important in leading the Marine Reference Guide through to completion.

Bob Purdy of the Fraser Basin Council gave a presentation regarding the winding down of the Sea to Sky Clean Air Society after many years. This Society was initiated by a task force of the Howe Sound Forum back in 2002 as described in Chair Peter Frinton's report found here. Forum members indicated their continued interest in air quality and finding solutions to carry on the work of the airshed management plan.

Stephanie Hewson and Georgia Lloyd-Smith lawyers with West Coast Environmental Law presented on their upcoming publication Guide to Coastal and Ocean Protection Law and a campaign for a BC Coast Protection Act. Members were welcomed to join in on further conversations.

Squamish Nation Council Member Joyce Williams, MLA West Vancouver Sea to Sky Jordan Sturdy and MP Elect Patrick Weiler

The afternoon dialogue was hosted by District of Squamish staff planner Sarah McJannet and Mayor Elliott on the question of leading in a climate emergency. Bowen Island, West Vancouver, Squamish, Islands Trust, Squamish Nation have all passed resolutions declaring a Climate Emergency. The attendees considered three questions 1)What meaningful actions and bold moves is your community taking to address the climate emergency 2) How are you engaging on, operationalizing and prioritizing climate action plans? 3) How can we support each other? What is the role of the Howe Sound Community Forum in this work?

Volunteer facilitated 45 minute roundtable discussions. Actions and next steps will be found here in the upcoming report.

At the close attendees were welcomed to walk to the Longhouse where we gathered around the fire to experience and learn more about the culture of the Squamish Nation. The Longhouse at the Cheakamus Centre run by North Vancouver School District, provides many youth and adult programs.

Islands Trust

Island Trust Council
Priorities Chart

Print Date: November 22, 2019

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	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. Budget 2021: Draft 2 Review 2. Budget 2021 Public Consultation: Planning 3. Review Trust Council Policy 7.2.1 Trustee Remuneration	1. Application Processing Services 2. Coastal Douglas-fir Ecosystems Mapping 3. Saltwater Intrusion Mapping	1. Review the Islands Trust Policy Statement 2. Trust Secretariat 3. Amend Crown Land Cooperation Agreements

Islands Trust

Northern Islands Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis
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
. Denman Island Farm Plan Implementation
. Temporary Use Permits
. Cannabis Land Use Regulation
Gabriola Island
. Housing Options and Impacts Review Project
. Cannabis Production and Retail Sales
. Develop an Ecological Protection Zone
Gambier Island
. Riparian Areas Regulation
. Gambier OCP Comprehensive Review
. Keats Island Shoreline Protection Project - Phase 2
. OCP Advocacy Policies - Implementation & Support

Southern Islands Galiano, Mayne, North Pender, South Pender, Saturna
Galiano Island
. Affordable Housing Strategy - STVR Review
. Groundwater Sustainability
Mayne Island
. Land Use Bylaw Technical Amendments
. Housing Regulations and Policy Review (tiny home initiative)
. Groundwater Sustainability Project
North Pender Island
. STVR review
. Climate Change Adaptation, Mitigation and Resilience
. LUB Review
Saturna Island
. First Nations RelationshipBuilding
. Groundwater Sustainability Project
. Review and amendment of Zoning and OCP Designations on National Park Reserve Lands
South Pender Island
. Groundwater Sustainability project
. STVR Review
. Building and Siting Guidelines

Northern Islands Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis
Hornby Island
. Official Community Plan and Land Use Bylaw Amendments
. Watershed Protection and Groundwater Preservation
. Vacation Home Rental Community Education and BylawCompliance Campaign
Lasqueti Island
. OCP/LUB Review
. Freshwater Project
. Model Cell Tower Strategy
Thetis Island
. Riparian Areas Regulation Implementation
. Coastal Shoreline Protection
. Relationship Building withLocal First Nations

Salt Spring
Salt Spring Island
. DAI Bylaw
. Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection
. Update the OCP through incremental steps in consideration of the strategic priorities
. Affordable Rental Housing - rezone some seasonal cottages to be used for year round residential rental accommodation
. Regulate Cannabis Production
. Industrial Land Uses - update OCP and LUB

DRAFT

Trust Council Quarterly Meeting Schedule
March 10-12, 2020
Location to be determined

Tuesday, March 10	Wednesday, March 11	Thursday, March 12
	8:30 **New Business Items**	8:30 **Closed Meeting**
	9:30 **FOI Open Meetings - Conflict of Interest**	9:00 **Trust Area Services** Director's Report TPC Work Program Islands Trust Conservancy Report
12:00 Executive Committee Meeting	10:15	9:30 **Summary/Updates** Trustee Updates Priorities Chart
	10:45 Break	**10:00 Break**
12:30 Lunch	11:00	10:15 **Correspondence**
1:30 **Call to Order and Approval of Agenda**	**12:00 Lunch**	10:45 **Dispositions of Delegations and Town Hall Requests**
1:35 RWMs Adoption of Minutes FUAL Trustee Round Table **Executive** CAO's Report EC Work Program Continuous Learning Plan	1:00 **Delegations & Town Hall** 2:00 **Administrative Services** Director's Report FPC Work Program Budget 2020/21 - Approval	**11:00 Adjournment (approx.)**
3:00 Break	**3:00 Break**	
3:15 **2020/21 Budget Review and Discussion on** Budget Session Outline Budget Overview Budget Revisions since December 2019 Meeting Budget Assumptions and Principles Budget Detail Summary of 2020/21 Budget Funding Requests Public Consultation - Briefing	3:15 3:45 4:45 **Local Planning Services** Director's Report LPC Work Program Freshwater - Update	
4:30 **Adjourn for the day**	5:30 **Adjourn for the day**	
6:00 **Dinner**	6:00 **Dinner**	

* Denotes resolution/decision items

Members of the public are invited to attend all sessions except closed meetings and meals.