



# Islands Trust Council

## March 2016 Sessions

**Date:** Tuesday, March 22 - Thursday, March 24, 2016  
**Location:** Hornby Island Community Hall  
Central Road, Hornby Island, BC

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# Islands Trust

## March 2016 Islands Trust Council Session 1

### Proposed 2016-2017 Budget 1:35 pm to 4:30 pm Tuesday, March 22, 2016

**Purpose:** To provide Trust Council with an overview of the Financial Planning Committee’s proposed 2016/17 budget and to provide an opportunity for questions and comments from trustees in advance of the budget debate Wednesday.

**Chair:** Peter Luckham, Chair, Islands Trust Council

**Resources:** Peter Grove, Chair, Financial Planning Committee      Lisa Gordon, Director, Trust Area Services  
Cindy Shelest, Director – Administrative Services      David Marlor, Director, Local Planning Services  
Russ Hotsenpiller, Chief Administrative Officer

<p><b>1:35 – 1:50 Introduction</b></p> <p><b>1:50 – 3:00 2016-17 Proposed Budget</b></p> <p><u>Document References</u></p> <ul style="list-style-type: none"> <li>• 1.1 Budget Overview</li> <li>• 1.1.1 Briefing - Changes to the Budget since December Trust Council</li> <li>• 1.2 Budget Assumptions and Principles</li> <li>• 1.3 Budget Detail</li> <li>• 1.4 Project Requests Summary <ul style="list-style-type: none"> <li>○ 1.4.1 Local Trust Committee Project Requests <ul style="list-style-type: none"> <li>1.4.1.1 Briefing Northern LTC’s</li> </ul> </li> <li>○ 1.4.2 Strategic Plan Project – Policy Statement Targeted Update</li> <li>○ 1.4.3 Salt Spring Island Local Trust Committee Special Property Tax Requisition</li> </ul> </li> <li>• 1.5 Proposed Staffing Changes Summary <ul style="list-style-type: none"> <li>○ 1.5.1 Senior Intergovernmental Advisor</li> <li>○ 1.5.2 Planner 1 Southern Team to Permanent</li> </ul> </li> <li>• 1.6 Public feedback received</li> </ul> <p><b>3:00 – 3:30 BREAK</b></p> <p><b>3:30 – 4:30 QUESTIONS AND ANSWERS</b></p>	<p>Peter Grove Russ Hotsenpiller</p> <p>Cindy Shelest</p> <p>Trustees</p>
<p><b>NEXT STEPS:</b></p> <ul style="list-style-type: none"> <li>• Wednesday, March 23, 2016 4:00-4:30 p.m., debate and consideration of adoption of Trust Council Bylaw No. 165, Financial Plan Bylaw, 2016/17 which implements the 2016/17 budget (RFD - Item 4.6 on the agenda – Decision and Information Items).</li> </ul>	

## ISLANDS TRUST - 2016/17 PROPOSED BUDGET OVERVIEW

### The proposed 2016/17 Budget is based on:

- The Budget Assumptions and Principles presented to Trust Council in September 2015 and reviewed by the Financial Planning Committee at their August 26 2015, November 18 2015, January 19 2016 and March 2 2016 meetings
- The Islands Trust Strategic Plan 2015-2019 adopted by Trust Council in September 2015
- The Timelines for 2016/17 Budget Process reviewed by Trust Council in September 2015

### Stakeholders:

To date, the following groups of Stakeholders have provided input into the Draft 2016/17 Budget:

GROUPS	RESPONSIBLE FOR	ACTION/STATUS
Financial Planning Committee	<p>Develop and recommend the annual budget to Trust Council.</p> <p>Reviewing all budget proposals.</p> <p>Recommend the appropriate level amount to be held in General Revenue Surplus Fund.</p> <p>Review and approve financial reporting to Trust Council.</p> <p>Present the budget to Trust Council and provide guidance into the decision making process.</p>	<p>August 26, 2015 – Budget Assumptions and Principles reviewed</p> <p>October 21, 2015 – First draft of budget reviewed</p> <p>November 18, 2015 – Second draft of budget reviewed for presentation to Trust Council</p> <p>January 19, 2016 – Reviewed public consultation materials</p> <p>March 2, 2016 – Approved budget for March Trust Council</p>
Local Trust Committees	<p>Discuss budget requests and work programs with planning staff.</p> <p>Provide budget requests to Director of Local Planning Services for review and allocation of resources.</p> <p>Be aware of the provisions of Policy 6.3.ii Special Property Tax Requisitions which 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.</p>	<p>All LTCs have included this item on their meeting agendas and submitted their budget requests. The Director of Local Planning Services has summarized these requests in the LTC Budget Request document</p> <p>A request from Salt Spring Island LTC for a Special Property Tax Requisition has been received</p>
Municipalities	<p>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.</p>	<p>Bowen Island Municipality Finance staff will be consulted as detailed in Policy 7.2.vi Municipal Tax Requisition Calculation by December 31 to confirm the calculation.</p>
Trust Fund Board	<p>Discuss budget requests and work programs with Trust Area Services staff.</p> <p>Endorse all budget requests for the Trust Fund's Board and Program operations.</p>	<p>Trust Fund board has included this item on their meeting agenda and submitted their budget requests. The Director of Trust Area Services has submitted approved budget items</p>

Management	<p>Coordinate the review of budget requirements for their departments in order to meet current Trust Council objectives and service levels.</p> <p>Look for opportunities to incorporate efficiencies and savings in the organization.</p>	<p>Managers have reviewed their individual budget lines and work programs and submitted budget requests where necessary to their Directors.</p> <p>Meetings have been held with the Management Team to review the proposed budget.</p> <p>The Management Team has provided preliminary estimates of projects related to the Strategic Plan adopted by Trust Council in September 2015.</p>
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**Public Consultation:**

In order to meet Trust Council’s continued commitment to transparency and dialogue with the community, a public consultation on the 2016/17 draft budget was undertaken in January/February of 2016. A summary is included at 1.6 of the Budget Session materials (Session 1).

**Role of Trust Council:**

The role of the Trust Council at its December 2015 meeting is to review the recommended draft of the 2016/17 budget and to discuss the revenue, expenses and the General Revenue Surplus Fund in detail before the Financial Planning Committee develops a draft budget for public consultation.

At its March 2016 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.

**Highlights:**

Highlights of the Draft 2016/17 Budget include:

- No projected tax increase overall for the Islands Trust Area
- A net increase in expenditures of \$102,563 over the 2015/16 Budget
- A Special Property Tax Requisition request has been received from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority
- A transfer of funds from the General Revenue Surplus Fund of \$318,257 is recommended, resulting in a projected General Revenue Surplus Fund Balance of \$2.1 million at March 31, 2017, 120% of the recommended balance
- Service levels from 2015/16 are maintained
- Similar Provincial Grant revenues based on Regional District funding proposal
- The current BCGEU Collective Agreement allowance for a .5% increase on April 3, 2017 and a potential Economic Stability Dividend as of February 5, 2017.
- A 1.1% increase to Trustee remuneration as per the Trustee Remuneration Policy and Stats Canada’s reported CPI increase for 2015.
- There are two proposed changes to staffing: (1) a request to hire a full-time temporary Senior Intergovernmental Advisor; (2) a request to maintain the previous year’s temporary Planner 1 hours in Victoria office as a permanent position.
- A number of Project Requests were submitted by Local Trust Committees and reviewed by the Financial Planning Committee for inclusion in the budget, as outlined in the detail budget.
- A number of Strategic Plan projects have been identified by Trust Council.



- The Municipal Tax Requisition Calculation was adjusted based on BC Assessment reports provided in late December 2015, indicating that Bowen Island's % of assessed values had increased over the prior year.
- Based on the Forecast for 2015/16, Local Trust Committee expenses were increased by approximately \$4,000. It was identified by Management that costs associated with meetings have increased during 2015/16 and that they expect this to continue in 2016/17.

**ATTACHMENT(S): None.**

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**AVAILABLE OPTIONS: None**

**FOLLOW-UP: None**

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**Prepared By:** Cindy Shelest, Director Administrative Services

**Reviewed By/Date:** Russ Hotsenpiller, Chief Administrative Officer/March 3, 2016  
Executive Committee/March 9, 2016

**ISLANDS TRUST  
2016/2017 FINANCIAL PLAN  
ASSUMPTIONS AND PRINCIPLES – March 2016**

**PROCESS:** Each line of the Detailed Budget is reviewed on a needs-basis by the responsible budget manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Local Trust Committees (LTCs) are asked to provide their project needs and review their LTC expense budgets, passing any resolutions required to adopt/modify their budget proposals. The Trust Fund Board requests budget changes to support the goals in its Regional Conservation Plan. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director of Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by 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.

**A. Inflation**

<p><u>Assumption/Principle</u></p> <ul style="list-style-type: none"><li>• Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.</li></ul>
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Status

- The proposed Detailed Budget for 2016/17 reflects estimated growth in CPI of 1.1% based on Statistics Canada reported Victoria CPI in January 2016.

**B. Non-market Growth in Property Taxes**

<p><u>Assumption/Principle</u></p> <ul style="list-style-type: none"><li>• The property tax base within the Islands Trust Area will grow by 1.0% due to new development activity.</li><li>• The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring to estimate the non-market growth for the Islands Trust Area as a whole, since the assessment value of this area represents approximately 65% of the total for the Islands Trust Area.</li></ul>
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### Status

- The BC Assessment report on non-market growth for the Southern Gulf Islands as of December 2014 has been received by the Financial Planning Committee. The report reflects a 1.05% increase.

### **C. Alternate Funding Through Grants**

#### Assumption/Principle

- The Grants Administrator monitors grant programs to seek opportunities to obtain funding for local trust committees to cover the expense of their program items.
- Management provides the Grants Administrator with an outline of local trust committee proposed projects so specific funding opportunities can be explored.
- Funding of local trust committee programs by grants reduces the requirement for funding through other sources of revenue.
- The annual budget normally includes an estimated amount of contingent grant revenue, to allow for revenue not yet identified. This amount is offset by an equal expense budget for contingent grant expenses. The result is no net effect on the bottom line.

### Status

- The Grants Administrator position is a .4 FTE and is focused on LTC projects only. The draft 2016/17 budget will include \$50,000 in contingent grant revenue and offsetting expenses.

### **D. Staffing Levels**

#### Assumption/Principle

- In most cases, current staffing levels are appropriate to carry out the existing level of services and functions 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.

### Status

- One additional staff member is proposed. The position is a temporary, full-time Senior Intergovernmental Policy Advisor position for the period June 1, 2016 to March 31, 2018 at a cost of \$82,430 in the 2016-17 budget (\$98,915 in 2017/18).
- It is proposed that the Southern Team Planner 1 position (currently funded on a temporary basis) be included in the permanent base budget.

## E. Staffing Costs

### Assumption/Principle

- In accordance with the *Islands Trust Act*, staff members at the Islands Trust are appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*. Unionized staff members at the Islands Trust are members of the BCGEU. Their compensation and benefits are subject to union contracts negotiated between the Public Services Agency and BCGEU.
- Excluded (non-union) management staff members are also subject to the *Public Service Act*. They are compensated according to a salary grid approved by the Executive Committee and consistent with the Public Service Agency Policy on Salary Administration for Management Employees. Benefits and related costs are also defined by the Public Service Agency.

### Status

- A BCGEU agreement for the period April 1, 2014 to March 31, 2019 is currently in effect. A 1% increase was effective on April 1, 2015. There is a further increase of .45% related to the Economic Stability Dividend effective February 7, 2016. During the fiscal year 2016/17 two reviews are applicable: one on April 3, 2016 (.5% increase) and a further Economic Stability Dividend effective February 5, 2017 (potential 1.0% increase).
- BCGEU contract employees are also eligible for “step” increases as they progress in their positions. A review of eligibility will be undertaken and estimates provided within the budget (in most cases it is assumed that existing staff will have reached the top step during the 2016/17 budget cycle).
- Excluded staff within the Islands Trust received a 3% wage increase effective April 1, 2014. This budget does not include a provision for an increase during 2016/17.
- Excluded staff are normally eligible for “step” increases as they progress in their positions. These have been frozen by the Public Service Agency since September 2012. Estimates for the step increases that would normally apply are not included within the budget.

## F. Office facilities

### Assumption/Principle

- The Islands Trust maintains office facilities for staff in Victoria, and on Salt Spring and Gabriola islands.
- The Islands Trust will continue to lease office space for trustees on Denman, Galiano and North Pender, subject to trustee needs, and subject

to Policy 7.4.iv (On-Island Trustee Offices).

- No further increase in space requirements is anticipated at this time.

#### Status

- The Victoria office lease term expires in September 2017.
- The Northern office (Gabriola Island) lease term expires in November 2017.
- In June 2015, the Islands Trust Council approved the creation of a Select Committee to review the location of the Victoria office. Trust Council will consider Terms of Reference for the Select Committee in September 2015. The Draft Terms of Reference indicate that completion of this review would be subject to Trust Council's inclusion of the necessary funding in its 2016/17 annual budget. Should the review result in recommendations to relocate the office, the related costs would be subject to Trust Council's 2017/18 annual budget. In addition, an anticipated referendum on Salt Spring Island in June 2016 is expected to indicate whether Salt Spring Island will be incorporated as a municipality (potentially by late 2016). Both of these factors could impact future office needs, and therefore lease decisions. This budget anticipates remaining in the current Victoria location for the duration of 2016/17, while the completion of the Select Committee's work and the Salt Spring Island incorporation referendum are in process.
- Should Salt Spring Island vote to incorporate, the Islands Trust expects to contract with the new municipality to provide planning services until 2019. The Salt Spring office lease term expires in February 2017. Future lease decisions will be guided by the Islands Trust Adaptation Strategy, should incorporation proceed.

### **G. General Revenue Fund Surplus**

#### Assumption/Principle

- Trust Council's policy 6.5.i, section D.6, recommends a minimum level of Surplus as "three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant".
- The Islands Trust receives annual property tax funds in August of each year.

#### Status

- Based on the current draft of the 2016/17 budget, the General Revenue Fund Surplus balance would be \$2.1 million at March 31, 2017. As this amount represents 120% of the recommended minimum level of Surplus, no increase in the General Revenue Fund Surplus is required at this time.
- Islands Trust has not had to borrow funds in the last five years to fund operations prior to receiving the annual property tax funds.

- Several projects related to the Strategic Plan adopted by Trust Council in September 2015 are included in the 2016/17 Budget. It is proposed that estimated costs to complete these projects be funded from the General Revenue Surplus Fund.

## H. Provincial Funding

### Assumption/Principle

- The provincial government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments

### Status

- For the 2015/2016 fiscal year, the estimated grant amount provided by the Ministry of Community, Sport, and Cultural Development was \$180,000. The amount of the provincial grant for 2016/17 is unknown at this time. Estimates based on prior year's commitments will be used until further information is provided by the Ministry.

## I. Local Planning Services

### Assumption/Principle

- The Islands Trust Council provides sufficient funding for LTCs to carry out their primary function, which is land use planning and regulatory activities within their local trust area as permitted by the *Islands Trust Act* and consistent with *Islands Trust Council Policy 5.9.1*. These activities include the development of Official Community Plans and land use regulations and the processing of development applications and referrals from other agencies. Other activities may be undertaken where the Islands Trust Council has delegated additional powers to an LTC.
- LTC development application fees are intended to partially fund the costs of development application processing.
- Local Planning Services' Planner positions are fully staffed to the levels approved by the Islands Trust Council following the 2007 Local Planning Services Review. The budget process may propose new or modified positions.
- Local Planning Services' Bylaw Enforcement positions are fully staffed to the levels approved by the Islands Trust Council following the 2008 Bylaw Enforcement Function Review. The budget process may propose new or modified positions.
- OCP and land use planning project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.

Status

- All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations.

**J. Planner Resource Allocation**

Assumption/Principle

- The current work program system which allocates planner time to LTCs will be maintained.
- Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)

Status

- Maintaining accurate and complete planner time records continues to be a challenge due to an older, unwieldy software package which requires significant staff resources to enter information into and to maintain. Plans to replace this package continue to emerge. Once this project is completed, any further requirements identified will be considered.

**K. LTC Program and Strategic Plan Budget items in 2016/17 Proposed Budget**

Assumption/Principle

- The Strategic Plan provides a framework to guide the overall direction of activities for the Islands Trust, to focus finite resources, and to achieve efficiencies where there are common LTC projects.
- Following the November 2014 elections, the Islands Trust Council began a review of the existing Strategic Plan, considering whether to amend or replace the goals, objectives, strategies and actions that are currently identified. Trust Council adopted a new Strategic Plan in September 2015. Estimated budget implications related to these strategies were reviewed in the fall of 2015 for inclusion in the proposed 2016/17 budget.
- Early in the budget cycle (i.e. July-Sept) LTCs propose budget items for the next fiscal year on the basis of local priorities.
- Management evaluates initial LTC budget proposals against a number of criteria including: Does the proposal support work that is a provincial requirement?; Does the proposal directly support an activity identified in the Strategic Plan?; Does the proposal support work that is a continuation of a current OCP/LUB program?; and Does the proposal support recently adopted OCP policies? Management then prepares a draft budget for FPC discussion and consideration in November.

- FPC considers the draft budget prepared by management and evaluates all budget proposals, including those from LTCs, before recommending a draft budget to Trust Council in December.
- Trust Council provides FPC with direction regarding a further draft of the budget, to be released for public consultation in January and February. Following receipt of public comment and further recommendations from FPC, Trust Council makes the final decision on the overall budget and the individual components in March.
- LTCs have the option of requesting a Special Tax Requisition to raise funds for land use planning activities (or activities related to delegated powers) within their Local Trust Area that were not approved within the general Trust Council budget (see Trust Council Policy 6.3.ii).

### Status

- Each LTC has been asked to identify LTC Budget requests for 2016/17, giving consideration to planning capacity to complete requests.
- A Special Property Tax Requisition request has been received from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority.

ISLANDS TRUST 2016/17 Budget DRAFT 5 for March Trust Council	2014/15 BUDGET	2014/15 ACTUAL	2015/16 BUDGET	2015/16 FORECAST	2016/17 BUDGET	Increase (Decrease) 2016/17 from 2015/16
<b>Revenue</b>						
Fees & Sales	110,000	89,533	110,000	115,000	110,000	-
Provincial Grant	119,122	182,770	180,000	180,000	180,000	-
Property Tax Levy - General	6,066,024	6,126,685	6,126,685	6,187,953	6,187,953	61,268
Tax growth through new construction	60,660		61,268		61,880	612
Property Tax Levy - Bowen	214,654	214,654	213,766	213,766	223,418	9,652
Special LTC Tax Requisition	110,000	110,000	119,500	119,500	110,500	(9,000)
Transfer from Special Tax Surplus				42,981		
Transfer from GR Surplus Fund	268,620		278,226		318,257	40,031
Interest Income	50,000	54,957	50,000	50,000	50,000	-
Grant income for projects	60,000	92,514	50,000	328,000	50,000	-
Other Income		5,556		2,735		
<b>Total Revenue</b>	<b>7,059,080</b>	<b>6,876,669</b>	<b>7,189,445</b>	<b>7,239,935</b>	<b>7,292,008</b>	<b>102,563</b>
<b>Expenses</b>						
Amortization	65,000	59,406	65,000	65,000	65,000	-
Applications sponsored by EC	5,000	4,400	5,000	10,000	5,000	-
Audit	25,000	25,000	35,000	35,000	25,000	(10,000)
Bank Charges & Interest	4,000	4,425	4,000	4,000	8,000	4,000
Board of Variance	1,500	214	1,500	4,000	1,500	-
Carbon Offset Purchases	2,000	1,470	2,000	2,000	1,500	(500)
Committee Expense - FPC	4,000	6,506	7,000	6,000	7,000	-
Committee Expense - LPC	2,500	2,084	3,000	3,000	3,000	-
Committee Expense - TPC	2,500	2,404	3,000	4,000	4,000	1,000
Communications	28,000	14,676	28,000	26,000	28,000	-
Information Systems	179,500	191,360	197,670	196,670	200,000	2,330
Contingency	15,000	4,950	15,000	15,000	15,000	-
Contract Services	73,500	109,792	137,500	190,000	83,000	(54,500)
Elections	118,000	112,413			5,000	5,000
Equipment Leases	20,000	18,134	20,000	14,000	15,000	(5,000)
Insurance	95,000	95,635	95,000	95,000	95,000	-
Islands Trust Fund Administration	92,000	80,079	98,000	93,900	98,000	-
Land Title Registrations	3,000	1,759	3,000	3,000	3,000	-
Legal	250,000	278,943	255,000	305,000	255,000	-
Local Trust Committee	93,000	83,169	99,000	96,950	100,900	1,900
Meetings	88,200	98,257	96,300	120,000	113,300	17,000
Memberships	17,500	13,291	17,500	17,500	17,500	-
Notices - Statutory & Non-Statutory	16,000	18,359	18,000	18,000	18,000	-
Office	428,000	400,943	443,260	412,000	422,500	(20,760)
Postage, Courier & Delivery	13,500	15,564	13,500	10,000	10,000	(3,500)
Recruitment	5,000	7,551	5,000	30,000	5,000	-
Safety	3,000	5,398	5,000	5,000	5,000	-
Salaries & Benefits - Administration	1,618,936	1,592,287	1,707,683	1,629,421	1,764,087	56,404
Salares & Benefits - Trust Fund	360,629	321,135	384,341	330,135	385,820	1,479
Salaries & Benefits - Planning	1,953,557	1,860,429	1,911,479	1,772,743	1,932,444	20,965
Salaries & Benefits - Bylaw	270,842	225,649	253,002	261,206	270,681	17,679
Stationery & Supplies	18,000	19,338	18,000	18,000	20,000	2,000
Subscriptions	4,000	5,628	5,000	5,000	5,000	-
Telephone	73,465	74,122	77,010	77,010	90,150	13,140
Training	119,750	97,767	123,950	126,400	132,450	8,500
Travel	79,500	74,204	81,500	84,000	81,500	-
Trustee Remuneration	534,951	528,014	545,000	526,000	529,576	(15,424)
<b>Operating Budget Subtotal</b>	<b>6,683,330</b>	<b>6,454,755</b>	<b>6,779,195</b>	<b>6,610,935</b>	<b>6,820,908</b>	<b>41,713</b>
<b>CAPITAL</b>						
Computer	55,000	39,835	45,000	45,000	71,500	26,500
Office	15,000	16,923	25,000	25,000	25,000	-
Reserve for potential office moves			50,000	10,000	-	(50,000)
<b>Capital Subtotal</b>	<b>70,000</b>	<b>56,758</b>	<b>120,000</b>	<b>80,000</b>	<b>96,500</b>	<b>(23,500)</b>
<b>PROJECTS</b>						
Project - Funded by Grants	60,000	92,514	50,000	328,000	50,000	-
Project - Funded by Special requisition	110,000	110,000	119,500	158,312	110,500	(9,000)
Strategic Plan objectives	0	0	0	0	135,000	135,000
LTC Projects	200,750	121,250	185,750	127,688	144,100	(41,650)
<b>Projects Total</b>	<b>370,750</b>	<b>323,764</b>	<b>355,250</b>	<b>614,000</b>	<b>439,600</b>	<b>84,350</b>
<b>Total Expenditures</b>	<b>7,124,080</b>	<b>6,835,277</b>	<b>7,254,445</b>	<b>7,304,935</b>	<b>7,357,008</b>	<b>102,563</b>
<b>Net Surplus (Shortfall)</b>	<b>(65,000)</b>	<b>41,392</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>-</b>
Add non-cash Item - amortization	65,000		65,000	65,000	65,000	
Net increase to tax base	0		0	0	0	

Islands Trust						
Projects						
2016/17 Draft 5 Proposed Budget						
				Portion	Portion	STRATEGIC
				RAR	OTHER	PLAN
						Notes
Funded by other sources	Funded by Grants	50,000				
	Funded by Special Property Tax Requisition	110,500				
<b>STRATEGIC PLAN</b>	Victoria Office Location	35,000				35,000
	Policy Statement Review	82,000				82,000
	LPC Housing Needs Assessment Strategy	18,000				18,000
	Sub-Total Strategic Plan	135,000				
<b>LTC (details in LTC Project Request Details)</b>	Denman	8,000		8,000		
	Gabriola	6,500		6,500		
	Galiano	8,000		8,000		
	Gambier	10,000	2,500	7,500		
	Hornby	5,100		5,100		
	Lasqueti	7,500	2,500	5,000		
	Mayne	8,000	4,000	4,000		
	N. Pender	18,000		18,000		
	Salt Spring	55,000		55,000		
	Saturna	6,000		6,000		
	S. Pender	6,000		6,000		
	Thetis	4,500	1,500	3,000		
	EC as LTC	1,500		1,500		
	Sub-Total LTC projects	144,100				
		439,600	10,500	133,600		135,000
		(note 1)				
	Notes:					
	(1) reconciles to Total Projects section in 2016/17 budget detail					

**2016/17 LTC EXPENSE BUDGET**

Total 2016/17

	615-Denman	620-Gabriola	625-Galiano	630-Gambier	635-Hornby	640-Lasqueti	645-Mayne	650-N.Pender	655-Salt Spring	660-Saturna	665-S.Pender	670-Thetis	EC as LTC	
<i>population</i>	1095	4050	1258	313	1074	359	1112	1996	9780	359	236	372		22004
	5%	18%	6%	1%	5%	2%	5%	9%	44%	2%	1%	2%		
<b>LTC EXPENSES **</b>														
LTC Meeting Expenses	4,500	4,750	5,500	4,750	2,750	1,250	1,500	4,000	7,000	2,500	2,000	1,000		41,500
APC Meeting Expenses	600	600	500	500	500	500	500	600	1,500	500	500	500		7,300
Communications	500	1,250	500	1,000	1,000	1,000	1,000	500	1,250	300	300	1,000		9,600
Special Projects	500	1,000	500	500	500	500	500	500	1,000	500	500	500	500	7,500
<b>SUB-TOTAL EXPENSES</b>	6,100	7,600	7,000	6,750	4,750	3,250	3,500	5,600	10,750	3,800	3,300	3,000	500	65,900
Program	8,000	6,500	8,000	10,000	5,100	7,500	8,000	18,000	55,000	6,000	6,000	4,500	1,500	144,100
<b>TOTAL</b>	<b>14,100</b>	<b>14,100</b>	<b>15,000</b>	<b>16,750</b>	<b>9,850</b>	<b>10,750</b>	<b>11,500</b>	<b>23,600</b>	<b>65,750</b>	<b>9,800</b>	<b>9,300</b>	<b>7,500</b>	<b>2,000</b>	<b>210,000</b>
	7%	7%	7%	8%	5%	5%	5%	11%	31%	5%	4%	4%		

<i>EC as LTC</i>	<i>Project</i>	<i>Budget</i>	<i>Strategic Plan</i>	<i>Prov. Requirement</i>	<i>Continuation of existing OCP/LUB</i>	<i>Newly Adopted Policy in OCP</i>	<i>Notes</i>
Project #1	Relationship building with Snaw-Naw-As (Nanoose) First Nation	\$1,500	x		x		
TOTAL PROJECTS		\$ 1,500.00					

**DENMAN**

**Project**

**Budget**

Project #1	Protocol Agreement with K'omoks First Nation	\$	1,500.00
Project #2	Farm Plan Implementation	\$	6,500.00
	<b>TOTAL PROJECTS</b>	\$	<b>8,000.00</b>

<b>Strategic Plan</b>	<b>Prov. Requirement</b>	<b>Continuation of existing OCP/LUB</b>	<b>Newly Adopted Policy in OCP</b>	<b>Notes</b>
				changed by RWM Jan 21, 2016

GABRIOLA		Project		Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
Project #1	Protocol Agreement with Snuneymuxw First Nation	\$	1,500.00	x						
Project #2	Attainable Housing	\$	3,500.00	x		x				Communication materials (\$500), CIMs (\$3000)
Project #3	OCP/LUB Amendments	\$	1,500.00				x			Added by RWM Jan 21, 2016
	TOTAL PROJECTS	\$	6,500.00							

<b>GALIANO</b>								
<b>Project</b>		<b>Budget</b>		<b>Strategic Plan</b>	<b>Prov. Requirement</b>	<b>Continuation of existing OCP/LUB</b>	<b>Newly Adopted Policy in OCP</b>	<b>Notes</b>
Project #1	Dock Review	\$	4,000.00					review of dock zoning - from projects list
Project #2	LUB amendments	\$	4,000.00					amendments from projects list
	<b>TOTAL PROJECTS</b>	\$	<b>8,000.00</b>					

<b>GAMBIER</b>	<b>Project</b>	<b>Budget</b>
Project #1	RAR (completion)	\$ 2,500.00
Project #2	Gambier OCP Review (continuation)	\$ 5,000.00
Project #3	Protocol with Squamish Nation	\$ 1,500.00
Project #4	Hosting Howe Sound Community Forum	\$ 1,000.00
	<b>TOTAL PROJECTS</b>	<b>\$ 10,000.00</b>

<b>Strategic Plan</b>	<b>Prov. Requirement</b>	<b>Continuation of existing OCP/LUB</b>	<b>Newly Adopted Policy in OCP</b>	<b>Notes</b>
X	X	X		
		X		
X				

**HORNBY**

**Project**

**Budget**

Project #1	Communications	\$	3,600.00
Project #2	First Nations Relationship Building	\$	1,500.00
	<b>TOTAL PROJECTS</b>	<b>\$</b>	<b>5,100.00</b>

Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
x				Communications and outreach to Hornby community re: completed LUB review and changes
x				Added at Feb 12, 2016 LTC Meeting

**LASQUETI**

**Project**

**Budget**

Project #1	RAR (completion)	\$	2,500.00
Project #2	OCP/LUB Review	\$	5,000.00
	<b>TOTAL PROJECTS</b>	\$	<b>7,500.00</b>

Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
X	X	X		
				Scope of work will focus on preliminary scoping work and communications. Amount amended at July 30, 2015 LTC meeting.

MAYNE	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
Project #1	Commercial Land Use Review	\$ 4,000.00			X		to review existing commercial zoning, policies and inventory, and to recommend amendments
Project #2	Riparian Area Regulations	\$ 4,000.00	X	X			to implement RAR
	<b>TOTAL PROJECTS</b>	<b>\$ 8,000.00</b>					

N. PENDER Project		Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
Project #1	Housing: STVR Review	\$ 4,000.00	x		x		Completion of current Top Priority. Budget includes facilitated CIM(s) (\$2000), public hearing (\$2000)
Project #2	Housing: Affordable housing	\$ 4,000.00	x		x		Completion of current Top Priority. Budget includes facilitated CIM(s), workshops (\$2000), communications (\$2000)
Project #3	Waste Management	\$ 7,000.00			x		Completion of current Top Priority. Budget includes: Task Force support (\$2000), community meetings (\$2000), public hearing (\$2000)
Project #4	OCP/LUB amendments	\$ 3,000.00					To commence updates to OCP and LUB for one or more of the following projects: agricultural amendments, implementation of age friendly plan recommendations, groundwater review, conservation subdivision policies.
TOTAL PROJECTS		\$ 18,000.00					

SALT SPRING		Project	Budget				Notes
				Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	
Project #1	Watershed Management (exclusive of delegated authority)	\$ 5,000.00	X		X		Water quality in Cusheon lane and other drinking watersheds
Project #2	Ganges Village Planning - Boardwalk	\$ 8,000.00			X		Boardwalk - critical need for negotiator and community consultation
Project #3	Industrial Land Use	\$ 5,000.00			X		Community consultation and bylaw drafting delayed. First Phase - General employment zones; second phase: waste management and shoreline industrial
Project #4	Land Use Rural Watershed	\$ 2,000.00			X		Long term plan to consider watershed protection DPA. Budget for research and engagement.
Project #5	Secondary Suites - TUP Implementation	\$ 2,000.00	X		X	X	Proposed bylaw given second reading. Funding for engagement and public hearing.
Project # 6	Cottages - affordable rental housing	\$ 4,000.00	X				
Project #7	Integrated Community Sustainability Plan	\$ 20,000.00	X		X		multi-year, multi-agency coordinated infrastructure and development planning
Project #8	First Nations Heritage Site	\$ 3,000.00	X		X		Consider in conjunction with Trust Council improved engagement strategy
Project #9	Proposed National Marine Conservation Area	\$ 2,000.00			X		Not started in 2011 to 2014
Project #10	Bylaw Review - Procedural Updates	\$ 4,000.00					Soil bylaw update, DAI, land use contracts, outer islands, bylaw enforcement policies

TOTAL PROJECTS

\$ 55,000.00



SATURNA Project		Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
Project #1	Review of Density Transfer	\$ 3,000.00					to review the existing density transfer provisions in the CADR and to consider alternative mechanisms
Project #2	Intregrated Sustainability Plan	\$ 3,000.00	x				LTC contribution to support grant application for ISG
TOTAL PROJECTS		\$ 6,000.00					

S. PENDER		Project		Budget		Strategic Plan Prov. Requirement Continuation of existing OCP/LUB Newly Adopted Policy in OCP Notes				
Project #1	LUB Review	\$	4,000.00						x	legislative process for LUB review Consider options to potentially designate Church as a heritage building or a Heritage Conservation Area
Project #2	heritage conservation options	\$	1,000.00							
Project #3	Waste and Resource Management Commis:	\$	1,000.00							Provide support for NP special APC review of waste management, the commission includes three south pender residents
	TOTAL PROJECTS	\$	6,000.00							

THETIS	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
Project #1	Memorandum of Understanding with Stz'uminus First Nation	\$ 1,500.00	x	x			
Project #2	Memorandum of Understanding with Penelakut First Nation	\$ 1,500.00	x				Added at August 11, 2015 LTC meeting.
Project #3	RAR Implementation	\$ 1,500.00					Added by RWM Jan 18, 2016
	TOTAL PROJECTS	\$ 4,500.00					



This request supports the Strategic Plan goal to “Protect the natural environment of the Islands Trust”. Due to delays in receiving ministerial approval, commencement of this project was delayed. As such the Hornby LTC would like to revise its previous 2016/17 budget request for OCP and LUB communications to \$3,600 by rolling forward the amount allocated in the 2015/16 fiscal year (\$1,600) to the amount previously requested for the 2016/17 fiscal year (\$2,000). At their February 12, 2016 meeting, the Hornby LTC passed the following resolution:

**“That the Hornby Island Local Trust Committee requests a revision to the draft 2016-17 Project Budget submission to include \$3,600 for the Official Community Plan and Land Use Bylaw Communications Strategy.”**

The Hornby Island LTC has also made recent progress toward the development of its relationship with the K’omoks First Nation. In support of furthering this relationship, the Hornby Island LTC is requesting \$1,500 toward a new Top Priority project in 2016/17. This request supports the Strategic Plan goal to “Strengthen relations with First Nation”. At their February 12, 2016 meeting, the Hornby LTC passed the following resolution:

**“That the Hornby Island Local Trust Committee requests a revision to the draft 2016-17 Project Budget submission to include \$1,500 for First Nations Relationship Building.”**

4. **Thetis Island Local Trust Committee** continues to work toward compliance with the *Riparian Areas Regulation* and has requested funding to complete this project, including potential OCP and LUB amendments, in the 2016/17 fiscal year. This request supports the Strategic Plan goal to “Protect the natural environment of the Islands Trust “. On January 18, 2016, the Thetis LTC passed the following resolution via RWM:

**“THAT the Thetis Island Local Trust Committee requests a revision to the draft 2016-17 Local Trust Committee Project Budget submission to include \$1,500.00 for the Riparian Areas Regulation Implementation project.”**

In summary, the Denman, Gabriola, Hornby and Thetis LTCs are requesting the following in conjunction with 2016/17 work programs:

<b>Denman LTC 2016/17 Projects</b>	<b>Budget</b>
Protocol Agreement with K’omoks FN	\$1,500
<b>Farm Plan Implementation</b>	<b>\$6,500</b>
<i>Total</i>	<b>\$8,000</b>

<b>Gabriola LTC 2016/17 Projects</b>	<b>Budget</b>
Protocol Agreement with Snuneymuxw FN	\$1,500
Attainable Housing	\$3,500
OCP and LUB Amendments	\$1,500
<i>Total</i>	<b>\$6,500</b>

<b>Hornby LTC 2016/17 Projects</b>	<b>Budget</b>
OCP and LUB Communications	\$3,600
First Nations Relationship Building	\$1,500
<i>Total</i>	<b>\$5,100</b>

<b>Thetis LTC 2016/17 Projects</b>	<b>Budget</b>
MoU with Stz’uminus FN	\$1,500
MoU with Penelakut FN	\$1,500
RAR Implementation	\$1,500
<i>Total</i>	<b>\$4,500</b>

## **RECOMMENDATION**

1. That the 2016/17 Denman Island LTC program budget be revised to include \$6,500 for Farm Plan Implementation and remove the previous request for \$6,500 for Downtown Village Vision.
2. That the 2016/17 Gabriola Island LTC program budget be revised to include an additional \$1,500 for OCP and LUB Amendments.
3. That the 2016/17 Hornby Island LTC program budget be revised to include \$3,600 for OCP and LUB Communications Strategy and \$1,500 for First Nations Relationship Building.
4. That the 2016/17 Thetis Island LTC program budget be revised to include an additional \$1,500 for RAR Implementation.

## **FOLLOW-UP:**

N/A

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**Prepared By:** Ann Kjerulf, RPM, Northern Region

**Reviewed By/Date:** David Marlor, DLPS, February 16, 2016

Pc: Rob Milne, Island Planner  
Aleksandra Brzozowski, Island Planner  
Marnie Eggen, A/Island Planner  
Cindy Shelest, Director of Administrative Services





## REQUEST FOR DECISION

**To:** Trust Council

**For the Meeting of::** March 22-24 2016

**From:** Salt Spring Island Local Trust  
Committee

**Date Prepared:** January 29, 2016

**File No.:** SSI 6500-20  
**Watershed Management**

**SUBJECT:** Salt Spring Island Watershed Management - Special Property Tax Requisition

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### **RECOMMENDATION:**

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$110 500 in its 2016/17 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** Trust Council's Bylaw 154 delegates additional powers to the Salt Spring Island Local Trust Committee that enables it to undertake specific types of work that are beyond the regular LTC functions of land use planning and regulation. Bylaw 154 also requires that funding of additional operations undertaken solely in relation to the delegated powers must be funded through a special tax requisition in the Salt Spring Island Local Trust Area, where the related expense is \$5000 or more. *Trust Council's Policy 6.3.ii -- Special Property Tax Requisition* requires that the Salt Spring Island Local Trust Committee solicit feedback from the affected public after providing information regarding the purpose and cost of the proposed special requisition. The feedback received must be considered by the Islands Trust Council prior to the final adoption of any bylaw that incorporates the special property tax requisition. Should Council approve the special tax requisition, it would be included in the Islands Trust Financial Plan Bylaw for 2016/17.

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### **IMPLICATIONS OF RECOMMENDATION**

#### **ORGANIZATIONAL:**

The Salt Spring Island Local Trust Committee intends to continue to use the requisitioned funds to support the operations of the Salt Spring Island Watershed Protection Authority (SSIWPA) – a multi-agency coordinating body dedicated to watershed protection on Salt Spring Island through collaborative watershed management. SSIWPA is currently implementing recommendations from the St. Mary Lake Integrated Watershed Management Plan, completed in October 2015. SSIWPA has begun researching issues in the next largest surface drinking watershed, Cusheon Lake, and will eventually follow up with the remaining surface water drinking watersheds. SSIWPA is also considering water quantity issues.

Inclusion of the funds enables the continuation of contract coordination services to administer and manage SSIWPA's operations and projects on behalf of the SSITLC. Some additional administrative work related to contract management, financial management, management of grant awards and related SSILTC work is undertaken by Islands Trust staff.

**FINANCIAL:**

The taxation implications of this decision would relate only to the Salt Spring Island Local Trust Area. The funds requisitioned would be spent to fund the additional operations of the SSITLC, pursuant to the additional powers that Trust Council has delegated to it.

Please see Appendix 1 for an additional operations budget (re SSIWPA) for 2016/17. The proposed budget includes an administrative surcharge of \$12,000 to cover Islands Trust administrative work related to the delegated powers.

Section 6(c) of *Trust Council's Policy 6.3.ii -- Special Property Tax Requisition* indicates that *'any funds, generated through special requisition, which are unspent at the conclusion of the fiscal year, will be held in reserve for the LTC's use in subsequent fiscal year to complete the previously approved initiative...or to undertake a new program, subject to the further resolution of the LTC...'*

In the 2015/16 fiscal year, Trust Council approved a special property tax requisition of \$119,500 for the SSI Local Trust Area to support the additional operations of the SSILTC, including coordination of SSIWPA.

**POLICY:**

No implications for current policy.

**IMPLEMENTATION/COMMUNICATIONS:**

If approved, the request for a special tax requisition within the Salt Spring Island Local Trust Area would be delivered to the Minister of Finance, along with the rest of the Islands Trust property tax requisition request.

The requisitioned funds are accounted for in the same manner that other Islands Trust funds are managed.

**OTHER:** n/a

**BACKGROUND**

On June 10, 2013, Trust Council approved Bylaw 154, a bylaw that delegates certain additional powers to the Salt Spring Island Local Trust Committee to support the preservation and protection of water quality and quantity within the Salt Spring Island Local Trust Area. Specifically, Bylaw 154 delegates the SSILTC the powers (from *Islands Trust Act* section 8.2(b)) to:

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

Bylaw 154 also requires that funding for related operations be achieved through a special tax requisition within the Salt Spring Island Local Trust Area, where related expenditures will be \$5000 or more.

To date, the SSILTC has primarily used the delegated powers to coordinate the operations of the Salt Spring Island Watershed Protection Authority (SSIWPA) - through a collaborative Structured Decision Making process leading to creation of an Integrated Watershed Management Plan for St. Mary Lake

The mission of SSIWPA is “to cooperate on the development and implementation of policies and initiatives for improved raw water quality, and coordinated management of quantity of Salt Spring Island water sources. SSIWPA member agencies ...collaborate in watershed governance and cooperate to pool resources, gather and share information, strategize on integrated policy development, and coordinate actions for improved raw water quality, management of quantity, and the health and protection of both surface and groundwater watersheds in the Salt Spring Island Local Trust Area.”

Coordination of SSIWPA operations is performed by a contractor with some administrative and other assistance from Islands Trust staff.

The Salt Spring Island Local Trust Committee is requesting a special tax requisition for a second year, in order to continue operations of SSIWPA .

### **SPECIAL PROPERTY TAX REQUISITION**

Pursuant to Trust Council Policy 6.3.ii, an individual Local Trust Committee can request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees. Special property tax requisitions are approved by Islands Trust Council and must be formally requested by resolution of the Local Trust Committee. Trust Council Policy 6.3.ii includes a checklist for LTCs to follow - attached as Appendix 2.

On October 16, 2015 the SSI LTC passed the following resolutions:

#### **SS-2015-165**

It was MOVED and SECONDED, that the Salt Spring Island Local Trust Committee request a Special Property Tax Requisition for up to \$110,500 from the Salt Spring Island Local Trust Area in the 2016/17 fiscal year, subject to Trust Council Policy 6.3.ii, in order to fund coordination of Watershed Management on Salt Spring Island, using the powers delegated to the Salt Spring Island Local Trust Committee by Trust Council Bylaw No. 154. **CARRIED**

On November 12, 2015, the Financial Planning Committee considered LTC requests for project funding and passed the following resolution:

#### **FPC-2015-058**

It was MOVED and SECONDED that the Financial Planning Committee forward all items in 4.3 as amended to Trust Council. **CARRIED**

### **PUBLIC CONSULTATION**

In accordance with *Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition*, public consultation has been conducted by the Salt Spring Island Local Trust Committee. The following consultation plan was implemented:

- Notice of the Salt Spring Island Special Property Tax Requisition was included in the Trust Council 2016-17 Budget Consultation Package.
- Trustee Grams / SSIWPA Chair invited to publish an Op-Ed in the February 10, 2016 Driftwood Newspaper explaining the intent of the special property tax requisition and inviting feedback.
- A FAQ information sheet on the Salt Spring Island Property Tax Requisition has been linked in the Trust Council 2016-17 Budget Consultation Package.
- The FAQ information sheet has been posted prominently on the Salt Spring Local Trust Committee web page as well as the Salt Spring Island Watershed Protection Authority Website.

- The Q&A information sheet has been circulated on the Salt Spring Island Exchange List Serve inviting community input.
- A News Update has been posted on Salt Spring web page seeking public input on tax requisition for watershed management.
- Invitations for feedback were sent out using the Salt Spring Island Subscription Notice.
- A display ad explaining the project and inviting public input was to be published in the February 10, 2016 edition of the Gulf Islands Driftwood Newspaper.

Advertisements soliciting feedback are included in Appendix 3.

## **SUMMARY OF PUBLIC FEEDBACK RESULTS**

At the time of writing, Salt Spring Island constituents have not submitted any correspondence regarding the proposed budget.

Update Feb. 23, 2016: The following is a summary of feedback received:

- SSIWPA's outputs have been too modest and the group lacks proper expertise – spend money instead on rigorous scientific research
- A "marginal-income senior" objected strongly to increased taxes
- It is unfair to tax the whole island for the benefit of only a few

## **REPORT/DOCUMENT:**

Appendix 1 – SSIWPA Proposed Operations Budget ('Additional Operations Budget') - 2016/17.

Appendix 2 -- Trust Council Policy 6.3.ii checklist.

Appendix 3 – Advertisements and other materials soliciting feedback re special property tax requisition on Salt Spring Island.

## **KEY ISSUE(S)/CONCEPT(S):**

- Collaborative watershed governance models require coordination
- Trust Council has delegated authority to enable SSI LTC to coordinate the Salt Spring Island Watershed Protection Authority
- Trust Council Policy requires the SSI LTC to request a Special Property Tax Requisition to fund this work, to carry out related public consultation, and advise Trust Council of the results.
- The Salt Spring Island Local Trust Committee has consulted with the community on the issue of raising a \$110 500 Special Property Tax to coordinate watershed management and has provided the information as required, through this Request for Decision.

## **RELEVANT POLICY:**

Islands Trust Council Bylaw 154

14(3)(iii) of the Islands Trust Act

*Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition*

## **DESIRED OUTCOME:**

Improved water quality and quantity management on Salt Spring Island, through Trust Council approval of a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$110 500 for the 2016/17 fiscal year.

## **RESPONSE OPTIONS**

### **Recommended:**

THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$110 500 in its 2016/17 annual budget, to fund additional operations

of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

**Alternatives:**

1. That the Islands Trust Council include a special property tax requisition for the 2016/17 fiscal year for a lesser amount than requested by the SSILTC
2. That the Islands Trust Council include a special property tax requisition for the 2016/17 fiscal year for a greater amount than requested by the SSILTC.
3. That the Islands Trust Council not include a special property tax requisition for the Salt Spring Island Local Trust Area for the 2016/17 fiscal year.

**Prepared By:** Stefan Cermak, Regional Planning Manager, Salt Spring Island      January 26, 2016

**Reviewed**                      Salt Spring Island LTC                      February 11, 2016  
**By/Date:**                      Financial Planning Committee              March 2, 2016  
   Russ Hotsenpiller, CAO                      February 24, 2016  
   David Marlor, DLPS                              February 24, 2016

<b>SSI Watershed Protection Authority Adopted Budget</b>		
<b>Period: April 1, 2016 - March 31, 2017 (as amended February 22, 2016)</b>		
<u>Revenue</u>		
<b>Budget Item</b>	<b>Source</b>	<b>Amount</b>
Coordination	Tax Requisition	110,500.00
SML-Plan	Capital Regional District <sup>1</sup>	20,400.00
SML-Plan	Grants <sup>2</sup>	25,800.00
Cusheon	Capital Regional District	5,000.00
	<b>Total Income</b>	<b>161,700.00</b>
<u>Expenses</u>		
Coordination	Coordinator contracts	85,000.00
Coordination	Events and Communications	5,300.00
Coordination	Meetings*	8,000.00
Coordination	Administration Levy	12,000.00
	<b>subtotal</b>	<b>110,300.00</b>
SML-Plan	Stormwater (MA1)	11,900.00
SML-Plan	Septic (MA2)	4,000.00
SML-Plan	Lake chem, sediment	27,000.00
SML-Plan	Education MA 6, 8 <sup>3</sup>	5000**
SML-Plan	Riparian/Biodiversity (MA12) <sup>3</sup>	8,500.00
	<b>subtotal</b>	<b>51,400.00</b>
Cusheon	Monitoring <sup>3</sup>	not assessed
	<b>subtotal</b>	-
	<b>Total Expenses</b>	<b>161,700.00</b>
	<b>Surplus</b>	-

<sup>1</sup> CRD amounts subject to change

<sup>2,3</sup> Grant funding applications pending

- c) Any funds, generated through the special requisition, which are unspent at the conclusion of the fiscal year, will be held in reserve for the Local Trust Committee’s use in the subsequent fiscal year to:
  - i) complete the previously approved initiative or program; or
  - ii) undertake a new program, subject to a further resolution of the Local Trust Committee to do so.
- d) Unspent funds can not be used to offset a general property tax requisition.

7. Special Property Tax Requisition Checklist

**Budget Submission**

Description of Task	Deadline	Date Completed
Local Planning Services Staff assigned to LTCs develop “additional operations” budget proposal on behalf of LTCs prior to December Trust Council meeting and submit them to FPC for review.	November FPC meeting	Oct. 1, 2015
Director of Local Planning Services presents “additional operations” budget proposals to Financial Planning Committee, with input from LTCs, indicating whether any of the proposed ‘additional operations’ are related to delegated powers and must be funded through a special property tax requisition.	December Trust Council meeting	Nov. 12, 2015
Financial Planning Committee makes recommendations to Trust Council regarding budget proposals made by LTCs, identifying <ul style="list-style-type: none"> <li>• Any that must be funded through a special property tax requisition pursuant to a Trust Council delegation bylaw (e.g. Bylaw 154).</li> <li>• Any other LTC proposals that it recommends be funded through a special property tax requisition, rather than through inclusion in the general Islands Trust budget.</li> </ul> Director of Local Planning Services provides additional information to Trust Council about LTC proposals, as needed.	December Trust Council meeting	Dec. 6-8, 2015
If December Trust Council does not approve the LTC “additional operations” budget proposal for inclusion in the general Islands Trust budget, or if the LTC additional operations are related to delegated powers that must be funded through a special property tax requisition:		N/A
<ul style="list-style-type: none"> <li>• LTC passes resolution to pursue special property tax requisition to fund the “additional operations” budget proposal:                             <ul style="list-style-type: none"> <li>- copy of resolution attached</li> </ul> </li> </ul>	January	Oct. 1, 2014
<ul style="list-style-type: none"> <li>• LTC requests staff to conduct public consultation on the special tax requisition proposal:                             <ul style="list-style-type: none"> <li>- copy of advertisement attached</li> <li>- if public meeting held, minutes of the discussion attached                                     <ul style="list-style-type: none"> <li>o written summary of public feedback attached</li> </ul> </li> </ul> </li> </ul>	Mid-February	SS-2015-165
		attached
		N/A
<ul style="list-style-type: none"> <li>• Staff prepare Request for Decision (RFD) proposed by LTC for March Trust Council binder, requesting a bylaw to authorize a special property tax requisition. The RFD will include an assessment of organizational and other implications, a completed copy of this checklist along with any attached documentation.</li> </ul>	February FPC meeting	none at time of drafting report  To DLPS post Feb. 11, 2015

## HAVE YOUR SAY ABOUT THE SPECIAL PROPERTY TAX REQUISITION



The **Salt Spring Island Watershed Protection Authority (SSIWPA)** is an innovative example of collaborative watershed governance in British Columbia. In endorsing this collaborative model, member agencies including the Ministry of Environment, the Ministry of Health, the Capital Regional District, the Island Health Authority, the Islands Trust, the North Salt Spring Water District, and the Fernwood/Highlands Local Service Commission have committed to pool resources and gather and share information. **SSIWPA's** mandate is to integrate and prioritize key policies, and coordinate action for improved raw water quality (before treatment).

**SSIWPA** requires funding from a **Special Property Tax Requisition** in order to continue working to improve the health, protection and ecological integrity of groundwater and surface water for all Salt Spring Island watersheds. Previous funding produced the St. Mary Lake Integrated Watershed Management Plan released in 2015 and which is currently being implemented by various agencies. Work has now begun in addressing the discrepancy between water supply and demand in the North Salt Spring Waterworks District and work has also begun in addressing water quality issues in the Cusheon Lake Watershed.

**Find out more about the Salt Spring Island LTC Special Property Tax Requisition:**

[www.islandstrust.bc.ca/saltspring](http://www.islandstrust.bc.ca/saltspring) | [www.ssiwatersheds.ca](http://www.ssiwatersheds.ca)

**Give us your feedback at:** [budget@islandstrust.bc.ca](mailto:budget@islandstrust.bc.ca)

**Received from Mike Cherry  
Salt Spring Island**

Hello

As a pensioner, home owner & 42 year resident of Salt Spring Island, I wish to protest the implementation of yet another punitive Special Tax Requisition. The Islands Trust studies issues to death but never does anything about them. Instead of "Preserve & Protect" we get more excuses to not deal with the real issue affecting our water: OVERDEVELOPMENT. For 40 years the province, Trust & CRD have failed us miserably when it comes to managing our FINITE water resources. I challenge the province & Trust instead to declare a moratorium on approval of any more land or subdivisions for single-dwelling homes on Salt Spring. I doubt the Trust or province has the guts to do this - it's easier to bully industrial entrepreneurs into leaving Salt Spring. Do you continue to allow ruination of our water until it's necessary to construct an expensive pipeline to Vancouver Island to supply an increased population??

According to your 2016-17 Water Management budget, the Trust can't even indicate how many years of "studies" are required to achieve some sort of solutions or answers. How many years/decades do you people need to study TWO lakes? And...I have to wonder what a \$12,000 "Administration Surcharge" is supposed to be about. How arrogant & outrageous to suggest we taxpayers give you a 'blank cheque' to keep studying, studying, studying! To justify this spending based on the lack of a direct increase in our Trust property taxes for 2016 is equally insulting. I would suggest wisely using the grants and the money already collected to focus on some sort of implementation rather than asking for more.

Us marginal-income seniors cannot afford to keep paying more & more taxes for this stuff - we are being taxed out of our homes. My 2016 net income from pensions & disability income was \$26. If I complain, I am told to live within my means or leave my home & get off the island! Perhaps it is now time for the Trust to live within it's means. "Preserve & Protect" seems to be about PROTECTING your jobs, budgets & self-interests and PRESERVING this island for the developers & the wealthy. Please consider the poor suffering taxpayers...thank you

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**Received from Richard Ballantyne,  
Salt Spring Island**

I object in the most strenuous terms to a budget allocation for SSIWPA. Inclusion of a general special property tax requisition is unfair to those Salt Spring residents that do not take water from St. Mary's Lake or Cusheon Lake.

The reason for my objection is that water supply and management on Salt Spring Island are the purview of numerous local improvement districts. Each district is responsible for the planning and the costs of treatment of water within their district.

It is laudable that a number of agencies with overlapping jurisdictions want to discuss how to better manage the St Mary's Lake and Cusheon Lake watersheds. I will not digress on how a better solution might be to eliminate some of the overlap and bureaucracy.

But I live within a local improvement district with separate issues and the responsibility to deal with, and pay for, solutions. Nobody is offering to assist our district, and the district is not expecting or wanting any assistance from SSIWPA.

I think the ratepayers of North Salt Spring, Highland and Beddis Waterworks Districts and those individuals extracting water from both lakes would be happy to pay for better understanding and management of their water resource. I would not be happy.

General taxation to fund public services is fine for services where all taxpayers could benefit. However where costs that benefit a distinct group of residents can easily be tracked, it is unfair to ask all taxpayers to pay. It is grossly unfair when these other taxpayers are looking after their own similar issues and costs without recourse to the general public purse.

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**Received from Maggie Squires  
Salt Spring Island**

An interesting experiment that may not fit the challenge.

SS is the only Gulf Island that relies substantially on lakes for drinking water. Groundwater is the dominant water resource on all other Gulf Islands. As a result, considerable academic research has been undertaken to understand hydrogeology, and groundwater recharge among the Southern Gulf Islands (i.e. there is modest body of scientific literature on this). In contrast with groundwater research, research to understand the ecology of SSI lakes seems sparse, for the most part limited to short term and sporadic government sampling, and to somewhat regular sampling by NSSWD of the island's two largest lakes. Indeed, even for the case of NSSWD, there is a history of unqualified, underfunded, and non-academic assessment of the island's primary drinking water lakes. In turn, relatively poor understanding of links between lake physico-chemical regimes and lake biology, and misunderstanding of lake nutrient sources has led to misguided management at substantial cost to SSI residents.

In recent years, NSSWD has identified and filled several major knowledge gaps deemed pertinent to responsible lake water supply management. In 2015, for example, professional hydrologic engineers undertook drought analysis for each of the two major drinking water lakes on SSI. In 2014, after installation of artificial aerators to reduce internal loading appeared to worsen water quality, NSSWD undertook a targeted study of lake turn-over and supported sediment trap work to better understand the potential for internal loading at SML. The aerators have not been used since late summer of

2013, and new study results suggest the significance of internal loading may have been exaggerated.

Out of a personal interest in lakes, and by collaborating with NSSWD and fellow limnologists on and off SSI, and with the assistance of the Water Preservation Society and with funding from the SSI Foundation, aspects of SML have continued to be studied, and streams and lakes in the Cusheon watershed have been regularly sampled since fall 2014 (flow and chemistry). The data show clear differences among Cusheon streams in flow and nutrient regimes. Further, among lakes, the striking differences in nutrient and algal regimes could help anticipate periods of accelerated growth of cyanobacteria and trigger more frequent sampling of specific lake waters for cyanotoxins during critical time windows. Some of the Cusheon watershed and SML work will be presented at the Feb. 27 public talk on cyanobacteria as part of the Art and Science Movement co-sponsored by two local activists, while work on SML is partially written up (i.e. SML Biomanipulation report, and soon-to-be-released SML Aerator Assessment report). Work is presented not as definitive but as pieces of a puzzle that can guide questions, hypotheses, and sampling designs.

What we seem to need more of on SSI is rigorous academic level research, i.e. data collection that is adequate to test hypotheses and unambiguously answer pertinent questions.

The points I want to make are as follows. First, for the considerable amount of money spent by SSIWPA, the output seems modest. The adoption of structured decision-making as a tool to develop a long-term management plan for SML seemed misguided and produced a document of little guidance value. The SSIWPA-IWMP for SML contains two conflicting scientific assessments, which considerably lowers its value as a management plan. Although collaborative data collection is ongoing, identification of critical knowledge gaps, and design of sampling programs to test hypothesis has not been thoroughly undertaken. Second, I remain unconvinced that SSIWPA has the scientific leadership, expertise, and oversight to tackle fundamental questions related to long-term use of local lake systems for drinking water and recreation. As an example, while a NSSWD-supported drought analysis seems to do a credible job of assessing the possible implications of climate change for surface water supply at SML and Lake Maxwell, a SSIWPA-supported drought analysis for SML appears to ignore climate change. If there is a conflict-of-interest here, it should not be overlooked as indeed current professional engineering standards require consideration of climate change in all studies related to water resource planning and infrastructure. Acceptance of a possibly flawed analysis of future rainfall and water-capture at SML appears to be evidence that the SSIWPA Steering Committee and Technical Working Group may lack the level of expertise needed to plan for SSI's water future.

I'm happy to discuss further any of the issues pointed out above.



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**AVAILABLE OPTIONS:**

1. Receive the Council Committees' input for information.
2. Endorse the inclusion of the Senior Intergovernmental Advisor position in the Financial Planning Committee's 2016/17 Proposed Budget being forwarded to Trust Council's March meeting.
3. Request staff remove the Senior Intergovernmental Advisor position from the Financial Planning Committee's 2016/17 Proposed Budget being forwarded to Trust Council's March meeting.

**FOLLOW-UP:** Based on direction received from the Executive Committee, staff will forward the Financial Planning Committee's 2016/17 Proposed Budget to Trust Council or the amended 2016/17 Proposed Budget to Trust Council.

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**Prepared By:** Russ Hotsenpiller, Chief Administrative Officer

**Reviewed By/Date:** Executive Committee/March 9, 2016

## REQUEST FOR DECISION

**To:** Financial Planning Committee

**For the Meetings of:** March 2, 2016

**From:** David Marlor, Director, LPS  
Lisa Gordon, Director, TAS

**Date Prepared:** February 16, 2016

**File No.:** First Nations / Marine

**SUBJECT: INTERGOVERNMENTAL POLICY ADVISOR – TEMPORARY PROPOSAL**

**RECOMMENDATION:** That the Executive Committee recommend that Financial Planning Committee consider adding for \$82,430 in the 2016-17 budget to fund a temporary, full-time Senior Intergovernmental Policy Advisor position from June 1, 2016 to March 31, 2017.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** This proposal seeks to find an efficient and effective means of advancing two important issues for the Islands Trust. This above request from the Executive Committee follows on two previous budget proposals for specialized staff to help Trust Council and local trust committees improve liaison with the 31 First Nations in the Trust Area. This request also responds to the Executive Committee's request for recommendations about how to increase capacity, improve process and clarify roles for responding to marine threats, including consideration of a marine committee. Establishment of this position would provide the expertise and resources required to fulfil Trust Council's Strategic Plan objectives to "Strengthen Relations with First Nations" and "Preserve, protect and advocate for coastal shorelines and marine areas within the Islands Trust Area" while using Trust Council's existing committee structure.

This approach assumes that with regard to marine issues, that unless there is a significant re-ordering of work priorities and the Strategic Plan, that new resources would be required to advance this work. This is the case whether or not the proposed Policy Advisor operates within the current committee structure or as a resource to any new committee contemplated by Trust Council. A further consideration of this approach is that a comprehensive approach to marine issues would be associated with both Trust Area Services advocacy based work and with local trust committee work throughout the organization. Finally, marine issues as identified in the Strategic Plan and by trustees, are significantly linked to First Nations interests, governance and jurisdictions.

Marine issues are significantly represented throughout the Strategic Plan and the long range plans throughout the Islands Trust and any further focus upon these issues will be in keeping with current direction of Trust Council and the Executive Committee. With reference to investing or developing a more robust means of engaging and partnering with First Nations, there is ample evidence that it would be an advantageous and strategic time to move this matter forward. The Truth and Reconciliation Commission and its recent reporting have highlighted the social and cultural state of First Nations life across the country and there is an opportunity to make significant strides in relationship building if the moment is seized.

The 2014 Tsilhqot'in Decision in the Supreme Court of Canada regarding to aboriginal rights and title has been characterized as the most important legal decision in British Columbian history, one that will have a significant impact upon provincial and local jurisdictions. A further compelling situation has several First Nations within the region at a late stage of the Treaty process. The national political climate is one where First Nations issues have elevated in priority

and it can be anticipated that there will be opportunities for First Nations relationship building as a result. At a local level, there are several issues that affect local governance and First Nations including aquaculture, land use, foreshore protection, and archaeological and heritage conservation. The Islands Trust may wish to take advantage of these factors by investing in its relationships with First Nations communities during this unique period.

This proposal is for review by TPC, LPC and ultimately FPC with consideration of the new position from their respective points of view and authorities. The results of deliberations and any recommendations will be forwarded to Executive Committee on March 9 in advance of the March Trust Council meeting.

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### **ISSUE SCREENING:**

1. Origin of issue: Trust Council
2. Executive Committee decision is: mandatory
3. Issue is most closely related to Executive Committee Terms of Reference (2.2)
4. Related to Islands Trust Policy Statement (3.1, 3.4, 4.3, 4,5)
5. Related to current Strategic Plan (Objective 2, Objective 6)

### **IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:** The position as proposed would report to the Director of Local Planning Services. Various internal procedures would require modification to include the duties of this new position. As many of the issues identified as important with regard to marine matters already exist in different areas of the current work plan, it may be most efficient to add a focused resource to achieve these goals rather than deliver a new committee that would require new “overhead” including associated organizational encumbrances and a separate governance structure.

**FINANCIAL:** This will require an \$82,430 increase in the 2016/17 budget, which could be covered by appropriation from surplus or by reductions in other spending. Council would also have to include \$98,915 in the 2017/18 budget or reduce/find equivalent efficiencies in existing service delivery.

**POLICY:** The addition of this position would have no impact on existing policy.

**IMPLEMENTATION/COMMUNICATIONS:** The temporary position would be hired through the normal Public Service Agency hiring process. Once a person is hired, senior staff will communicate to staff and trustees about the roles of the position. Further communications about the position’s activities will be developed by the Senior Intergovernmental Policy Advisor in collaboration with communications staff.

**PUBLIC IMPACT:** The public may express concern with the addition of a new position to the Islands Trust given the potential for the Salt Spring Island municipal incorporation and any associated financial impacts. They may also give consideration to any potential increase in taxation that the proposed position represents. These concerns may be mitigated by the fact that marine issues are increasingly important to the public and that by focusing resources on marine matters, the Islands Trust is responding to citizen’s interests. The same could be said of the Islands Trust investing in relationships with First Nation governments. In terms of the financial implications, the position is recommended to be a two year temporary position, and as it is to be funded on a surplus basis, there is no direct impact to current taxation levels.

## **BACKGROUND**

Staff is in receipt of three directions from either Trust Council or Executive Committee:

- December 2015: Islands Trust Council asked the Executive Committee to look at the possibility of reorganizing Trust Council's committee structure to create, in addition or instead, a committee to address marine matters generally.
- January 20, 2016: Executive Committee requested Staff to bring back the business case and a Request for Decision revisiting First Nations liaison to the February 10, 2016 meeting.
- January 20, 2016: Executive Committee requested Staff to return by February 10, 2016 with an analysis of current capacity, roles and process to respond to marine threats and recommendations for how to increase that capacity, improve process and clarify roles, which could include a new council committee.

There is substantial background with regard to both issues. Staff first submitted a \$45,000 budget request for a "First Nations Specialist pilot program" for the 2014/15 budget that was not supported by the Financial Planning Committee.

Staff then submitted a business case for a "Senior Aboriginal Advisor" position for the 2015/16 budget with a budget of \$76,812 for the first year (June 1 to March 31) and \$92,175 for the second full year. This request was not supported by the Financial Planning Committee. In lieu, Trust Council approved a \$50,000 budget for First Nations liaison work. Various projects are underway with these funds, which will not be spent in 2015/16.

Meanwhile, protecting the marine environment has become a unifying topic for most islanders and has recently become of greater focus at Trust Council. Based on delegations and correspondence to Trust Council, and public consultation during the strategic plan and budget processes, marine issues are at the same level of importance as fresh water. There is an increasing public demand for the Islands Trust to be the leader on all marine issues. Existing staff are unable to meet that demand and Trust Council has assigned competing and complementary priorities to its committees.

On January 29, 2016, the Chief Administrative Officer conducted an email survey asking trustees to explain which marine issues they would like a marine committee to address. Twelve trustees responded. The topics that are not already on the 2014-2018 Strategic Plan are listed at the bottom of Attachment 2 in the "other marine topics not on Strategic Plan" section.

On February 2, 2016 the CAO, two directors and the policy advisor assessed the options and presented an option to Executive Committee that would achieve improvements in both marine and First Nations service delivery in the most efficient manner available.

The attached "Senior Intergovernmental Policy Advisor" business case incorporates many of the ideas in the previous First Nations Specialist and Senior Aboriginal Advisor proposals and also includes background on how the position could improve the Islands Trust ability to respond to marine issues in cooperation with others.

### **REPORT/DOCUMENT:**

- 1) Intergovernmental Policy Advisor - Business Case for 2016/17
- 2) First Nations - related activities at the Islands Trust (including Strategic Plan)
- 3) Marine - related activities on Trust Council's 2014-2018 Strategic Plan
- 4) Islands Trust process, roles and capacity for responding to marine issues (with and without the intergovernmental policy advisor position)
- 5) Proposed Senior Intergovernmental Policy Advisor Job Description

## KEY ISSUE(S)/CONCEPT(S):

- Lack of organizational capacity to respond to increasing demands for service in marine protection and First Nations relations.
- Complementarity / synergy between First Nations and marine issues.

## RELEVANT POLICY:

- [Islands Trust Policy Statement](#) Part 1: Roles and Responsibilities section  
*The Islands Trust Council cannot effectively implement the Policy Statement without the support of all stakeholders. Assistance, cooperation and collaboration are required from local trust committees, island municipalities, the Trust Fund Board, the Provincial Government, other government agencies, non-government organizations, communities, First Nations, property owners, residents and visitors.*
- Islands Trust Policy Statement policy 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.*
- [Advocacy Policy 6.10.iii](#)
- [Islands Trust Council's 2014-2018 Strategic Plan](#)
- [Planning, Regulation and Advocacy Initiatives: Outer Boundary of Islands Trust Area](#) Policy 5.9.ii
- [Budget Process Policy](#) 6.3.i

## DESIRED OUTCOME:

- Coordinated approach to dealing with First Nations throughout the Trust Area.
- Support local trust committees and trustees in their relationships with First Nations.
- Coordinated approach to development in/near the foreshore throughout the Trust Area.
- Improved capacity for addressing marine issues that require cooperative actions developed through trusting relationships (e.g. derelict vessels, aquaculture).
- Improved relationships with First Nations create synergies for success on marine topics.

## RESPONSE OPTIONS

### Recommended:

That the Executive Committee recommend that Financial Planning Committee consider adding for \$82,430 in the 2016-17 budget to fund a temporary, full-time Senior Intergovernmental Policy Advisor position from June 1, 2016 to March 31, 2017.

### Alternatives:

#### Alternative 1 - Assign this role to existing staff

Trust Council could focus the work of its committees and consider budgets for local trust committees to allow existing resources to be reallocated to undertake this work. This could result in a decrease in resources available to undertake other advocacy work by Trust Area Services staff and to undertake local planning work by Local Planning Services Staff. Further refinements of this option include:

- Establishing a select committee for 2016/17, consisting of (trustees to be named) to make recommendations to the Executive Committee about how to increase the Islands Trust's effectiveness at responding to marine and First Nations issues. This would increase the workload for the Executive Committee and require a budget of \$15,000 for 2016/17 for meeting costs and administrative staff support (based on office relocation committee costs); depending on staff assigned to support the committee's work there will be reduced capacity for local planning and/or advocacy services.

- Increasing and integrating marine and First Nations services and expertise throughout the organization (e.g. invest in training, reallocating current staff assignments, amending job profiles). This could result in less capacity for local planning and/or advocacy services.
- Approving only marine-related projects within TPC/LPC work programs. This could result in less capacity for current Council priorities (e.g. Policy Statement, Vision, State of the Islands report, Housing).

**Alternative 2 - Establish a budget to hire an intergovernmental consultant on an as needed basis**

This option would involve creation of a “Terms of Reference”, along with deliverables, and then procurement of a consultant with the relevant skills. This option would require allocation of senior management resources to manage the contract(s). This would result in fewer senior management resources being available for other work of the committees and Council. The Islands Trust has a history of being unsuccessful when hiring contractors without adding capacity for senior staff oversight. We also have a history of not adopting lasting changes in practices when we hire outside expertise instead of developing it in-house.

**Alternative 3 - Select Committee with no new staff support**

Using the proposed Senior Intergovernmental Policy Advisor position, establish a select committee for 2016/17, consisting of (trustees to be named) to make recommendations to the Executive Committee about how to increase the Islands Trust’s effectiveness at responding to marine and First Nations issues. This could result in more work for Executive Committee and require a budget of \$15,000 for 2016/17 for meeting costs and administrative staff support (based on office relocation committee costs).

**Prepared By:** David Marlor / Lisa Gordon / Clare Frater, February 12, 2016

**Reviewed By/Date:** Cindy Shelest, February 16, 2016  
 Russ Hotsenpiller, CAO, February 15, 2016  
 Executive Committee, February 10, 2016  
 Local Planning Committee, February 23, 2016  
 Trust Programs Committee, February 29, 2016  
 Financial Planning Committee, March 2, 2016

# 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

<p><b>Initiated by:</b> David Marlor, DLPS</p>	<p><b>Estimated Annual Budget Request:</b>          Year 1 – (June 1, 2016 to March 31, 2017) \$82,429          Year 2 – (April 1, 2017 to March 31, 2018) \$98,915, plus BCGEU negotiated increases.</p>
<p><b>Operational Unit:</b> Local Planning Services</p>	<p><b>Fiscal Year Implications:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Temporary</b></li> <li><input type="checkbox"/> <b>One fiscal year:</b></li> <li><input checked="" type="checkbox"/> <b>Multi-year:</b> June 1, 2016 to March 31, 2018            \$___see above___/per fiscal year</li> <li><input type="checkbox"/> <b>On-going</b></li> </ul>
<p><b>Name of Request</b> (<i>identify the problem, opportunity or need</i>):</p> <p><b>Senior Intergovernmental Policy Advisor</b></p> <p>Local Trust Committees and Trust Council would like to improve protection of the marine environment and foreshore and improve relationships with First Nations. Both projects would benefit from a dedicated staff position. Staff proposes to combine these roles in a temporary two-year position of Senior Intergovernmental Policy Advisor.</p> <p>The position would provide expertise and capacity to support advocacy with Federal and Provincial agencies and First Nations for coastal shorelines and marine areas within the Islands Trust Area; the focus would be on foreshore protection, archeological site protection, aquaculture, derelict vessels, and First Nations relations.</p>	<p><b>Budget Source:</b> Local Planning Services Program Budget</p> <p>Local Planning Services 75%          Trust Area Services 25%</p>
<p><b>Date request initiated:</b> February 3, 2016</p>	<p><b>Date funding is required:</b> April 1, 2016</p>
<p><b>1. OBJECTIVES</b></p> <p><b>Islands Trust Policy Statement:</b></p> <p><i>'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</i></p>	

*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’.*

*‘First Nations consider the Trust Area to be within their traditional territory. As such they may have rights to and interests in the Trust Area. Proposed regulations that may affect aboriginal rights will be preceded by meaningful consultation and negotiation of conflicts with known claims.’*

The Islands Trust Policy Statement recognizes the importance of marine protection and meaningful consultation with First Nations. Meaningful marine protection and engagement with over thirty First Nations (with competing interests) remains a challenge, one that does not appear to have an equivalent among local governments in British Columbia. For at least a decade, Islands Trust Council has consistently expressed a commitment to improve marine protection and relations with First Nations. In 2015, Trust Council adopted a new Strategic Plan with a goal and to “Preserve, Protect and Advocate for coastal shorelines and marine areas within the Islands Trust Area” and to “Strengthen relations with First Nations”.

**2014-2018 Strategic Plan Objective 2:** Preserve, Protect and Advocate for coastal shorelines and marine areas within the Islands Trust Area

- To use land use planning tools for shoreline protection
- To encourage voluntary stewardship of nearshore ecosystems
- To advocate for oil spill prevention and response
- To advocate for management of derelict and abandoned vessels
- To advocate to reduce negative impacts of shellfish aquaculture practices

**2014-2018 Strategic Plan Objective 6:** Strengthen relations with First Nations

- To improve engagement with First Nations
- To Improve protection of archaeological and First Nations cultural resources

## **2. BACKGROUND**

This business case assumes that Trust Council does not want to decrease service in any other areas, while improving protection of the marine environment and intergovernmental relations. These two themes are complementary and this business case proposes the most effective means of advancing either case is by combining resources.

## **3. PROBLEM STATEMENT**

Lack of capacity, resources and focus on marine protection, leading to increasing threats to and impacts on the Salish Sea marine and foreshore environment (detailed evidence in other attachments).

Lack of capacity, resources and focus on intergovernmental relationships.

The fragmented nature of jurisdictions on the foreshore (Provincial Crown ownership, Federal fisheries regulatory frameworks, First Nations aboriginal rights and titles, private ownership and licenses of occupations) requires a specialist in intergovernmental relations. Effective planning and enforcement along the foreshore requires significant resources and coordination. Creating a position that works with the planners and provides policy advice and advocacy support for local governments on marine issues and intergovernmental liaison would improve effectiveness and efficiencies. This position would focus on foreshore protection, archaeological site protection, aquaculture, derelict vessels, and intergovernmental relations.

Government agencies and First Nations communities in the Islands Trust Area could be valuable allies in fulfilling the “preserve and protect” mandate, but we have not had the capacity to strengthen those alliances. It would be to the Islands Trust’s benefit to cultivate partnerships in achieving the many shared goals we have, such as protecting the marine environment.

## **4. RESEARCH and CONSULTATION**

In February 2016, Staff conducted an email survey of trustees on the kinds of marine shoreline issues that are of concern. The issues that could be supported by the Senior Intergovernmental Policy Advisor are:

- Shellfish aquaculture practices
- Potential approval of geoduck farming

- Garbage on the beaches
- Derelict vessels
- Improve and formalize administrative connections with federal, provincial, local and First Nations governments
- Monitor effectiveness of Green Shores program and consider further actions
- Consideration of projects leading to Marine Protected Areas or UNESCO designations
- More involved in larger issues presented by development on surrounding mainland and Vancouver Island.

Other issues identified could be undertaken through Trust Area Services, Trust Fund Board or through Local Trust Committee planning initiatives. These are:

Trust Area Services (Trust Programs Committee or Executive Committee)

- Research on freighter anchorages
- Consider risks and consequences of oil spills
- Consider climate change adaptation policies
- Develop policy on industrial activity outside Trust Area that impacts trust area
- Raise profile of Trust Area with respect to marine issues

Trust Fund Board

- Engage citizens in monitoring and stewardship of beaches
- Develop advocacy positions that enhance protection and monitoring of critical fish habitat areas
- Educating landowners, island residents and development professionals (e.g. workshops and targeted landowner contact)

Local Planning Services (Local Trust Committees)

- Polices and regulations in relation to sea-level rise
- Consider zoning marine areas further out but within the local trust area

## 5. ALTERNATIVES CONSIDERED

**Recommended:**

**Staffing of a temporary Intergovernmental Policy Advisor for two years, reporting to Director of Local Planning Services, with budget to be shared 75% Local Planning Services and 25% Trust Area Services.**

**Alternatives:**

**Option 1 - Assign this role to existing staff**

Trust Council could re-focus the work of its committees and consider budgets for local trust committees to allow existing resources to be relocated to undertake this work. This could result in a decrease in resources available to undertake other advocacy work by Trust Area Services staff and to undertake local planning work by Local Planning Services Staff. Further refinements of this option includes:

- Establishing a select committee for 2016/17, to make recommendations to the Executive Committee about how to increase the Islands Trust's effectiveness at responding to marine and First Nations issues. This would increase the workload for the Executive Committee and require a budget of \$15,000 for 2016/17 for meeting costs and administrative staff support (based on office relocation committee costs); other work spread across the organization would need to be reduced.
- Increasing and integrating marine and First Nations services and expertise throughout the organization (e.g. invest in training, reallocating current staff assignments, amending job profiles). This could result in less capacity for local planning and/or advocacy services.
- Approving only marine-related projects within TPC/LPC work programs. This could result in less capacity for current Council priorities (e.g. Policy Statement, Vision, State of the Islands report, Housing).

**Option 2 - Establish a budget to hire an intergovernmental consultant on an as needed basis**

This option would require allocation of senior management resources to develop and manage a contract(s). This

would result in fewer senior management resources being available for other work of the committees and Council. The Islands Trust has a history of being unsuccessful when hiring contractors without adding capacity for senior staff oversight. We also have a history of not adopting lasting changes in practices when we hire outside expertise instead of developing it in-house.

### **Option 3 - Select Committee**

Using the proposed Senior Intergovernmental Policy Advisor position, establish a select committee for 2016/17, consisting of (trustees to be named) to make recommendations to the Executive Committee about how to increase the Islands Trust's effectiveness at responding to marine and First Nations issues. This could result in more work for Executive Committee and require a budget of \$15,000 for 2016/17 for meeting costs and administrative staff support (based on office relocation committee costs).

## **6. PROJECTED RESULTS/DELIVERABLES and RISKS**

A full-time senior position (similar classification and educational requirements as Island Planners, Trust Fund Manager and Senior Policy Advisor) on a temporary basis (recommend a minimum of two-years – June 2016 to March 31, 2018) that will attract a person with advanced education, expertise, leadership, training and skills in marine jurisdictions, intergovernmental (including First Nations) relations, ideally in a local government context.

In the first year, the position would:

- Develop a work program, change management strategy and communications strategy for approval by the relevant committees and Trust Council relating to integrating the new capacity for working on marine and shoreline issues with government agencies and First Nations.
- Develop procedures and framework for tracking, managing and responding to multiple marine issues and intergovernmental agencies.
- Monitor and reviews regional, provincial, federal policies, legislation and programs in order to advance Policy Statement objectives locally and regionally.
- Develop workshops or other forms of training for trustees and staff on working and communicating with First Nations and other level of government on marine issues.
- Establish or improve relationships with a range of federal, provincial, local and First Nations governments
- Provide evaluation, advice and leadership on the following marine issues:
  - Shellfish aquaculture practices (including geoduck)
  - Derelict vessels
  - Green Shores program and consider further actions (including education / outreach programs)
  - Marine Protected Areas or UNESCO designations

In the second year, the position would:

- Take the lead on developing letters of understanding and protocols with First Nations and other government agencies in relation to shoreline protection and other issues important to Islands Trust bodies.
- Provide ongoing leadership, direction, coaching, advice and guidance to staff and trustees to increase cultural competency in working with First Nation colleagues.
- Support local trust committees in drafting OCPs, model bylaws / toolkits relating to the foreshore and marine environment.
- Provide evaluation, advice and leadership on emerging marine issues as prioritized by the Trust Council (through the Executive Committee).

## **7. CRITICAL SUCCESS FACTORS**

There are no known risks to creating this position, but the position's success will depend on the support of the Trust Council, the management team enabling strong linkages to existing staff and on the supervision of the Local Planning Services Director to ensure the new staff work program addresses the highest priority tasks.

The position is also proposed to support trustees, to ensure that they have the knowledge and skills to represent the Islands Trust in building meaningful relationships with other government agencies (including First Nations) at the political level and provide support for marine shoreline advocacy; therefore, the position's success will also depend on the support of the Executive Committee and Trust Council.

## 8. IMPLEMENTATION/CHANGE MANAGEMENT/COMMUNICATIONS

The Director of Local Planning Services, Director of Trust Area Services and Senior Policy Advisor has collaborated on this proposal. Subsequent communication will be through the budget process. If the position is approved, the successful candidate will develop a communication strategy and change management strategy in cooperation with the Communications Specialist, the Executive Committee and other staff.

## 9. KEY PERFORMANCE INDICATORS

Performance indicators (success factors) would include:

- Increase in number of meaningful and productive meetings between trustees, local trust committees and other jurisdictions with authority over marine issues (including First Nations).
- Number of memorandum of understandings under review and or in development or adopted.
- Improved response times of local trust committees to concerns raised by other jurisdictions (including First Nations).
- Improved response times of other jurisdictions (including First Nations) to local trust committee concerns about marine issues.
- User-friendly, routinely updated database and helpful procedures.
- Improved understanding of and response to marine shoreline issues.
- Reduced threat to the marine and foreshore environment.

## 10. PURCHASING

If approved, the position would be recruited following the Public Service Agency recruitment guidelines. Recruitment would commence on April 1, 2016 with the intent to have the position filled by June 1, 2016.

## 11. RECOMMENDED DECISION

That the Islands Trust Council include \$82,430 in its proposed budget for 2016-17 to fund a full-time Senior Intergovernmental Policy Advisor position from June 1, 2016 to March 31, 2017 and 98,915 in the 2017/18 budget year.

## 12. OTHER

The following cost is based on an Island Planner and Trust Area Senior Policy Advisor equivalent pay-scale (*note at time of writing, this is a placeholder estimate, representing a position that has similar expertise and education as an Island Planner and the Policy Advisor. Actual compensation will depend on PSA assessment and classification of the Job Profile*):

- 1 The monthly cost at a Grid 27 (Island Planner and Trust Area Senior Policy Advisor equivalent effective April 5, 2015) including benefits and a potential 6.6% temporary market adjustment, is \$8,242.
- 2 The annual cost at 1.0 FTE, including benefits, is \$98,915.
- 3 The cost in year 1 could be based on 10 months because hiring will not be complete until June = \$82,430 for 2016/17 fiscal year. If the position is continued, that would increase to \$98,915 plus BCGEU negotiated increases, for the 2017/18 fiscal.

Office space would need to be provided in one of the offices, likely Victoria. Alternatively, this position could be considered a candidate for working from home as it would be expected to travel and visit the regional offices on a regular basis.

Additional costs include travel expenses (which would be from the local planning services travel budget that may need adjusting) and for training opportunities. Island Planners each have approximately \$1200 annually to cover training requirements and a similar amount would be requested for the Senior Intergovernmental Policy Advisor.

Executive Committee

February 10, 2016

Initiator

Date

David Marlor, DLPS

February 4 and 12, 2016

Director

Date

Russ Hotsenpiller, CAO

February 16, 2016

**REVIEWED BY MANAGEMENT TEAM:**

Date received:

Approved:  YES  NO

**Islands Trust processes and roles relating to First Nations engagement  
February 12, 2016**

The Islands Trust engages with First Nations on land use planning, community engagement and advocacy matters. The following activities related to First Nations communities are either underway or identified as work items.

Committee	First Nations Related Work
Strategic Plan	Strategic Plan Activities for 2015/16 <ul style="list-style-type: none"> <li>• T.6.1.1 Design and populate a contact database for staff and trustee use based on the provincial consultative database.</li> <li>• T.6.2.1 Hold an educational Trust Council session about archeological site protection concerns.</li> <li>• T.6.1.3 Training and workshops at the local and Trust Council level, including honoraria and travel for First Nation participation.</li> <li>• T.6.1.2 Research to clarify roles and jurisdictions to consult with First Nations.</li> <li>• T.6.1.4 Match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation.</li> </ul>
EC	<ul style="list-style-type: none"> <li>• First Nations gift guidelines / procedure</li> <li>• Aboriginal Aquaculture Association</li> </ul>
EC as an LTC	<ul style="list-style-type: none"> <li>• 2016/17 Budget - Relationship building with Snaw-Naw-As (Nanoose) First Nation - \$1500</li> </ul>
Denman Island LTC	<ul style="list-style-type: none"> <li>• February 2, 2016 – preliminary meeting with K’omoks First Nation with trustees and staff. Followup thank you letters sent on behalf of the LTC.</li> <li>• 2016/17 Budget - K’omoks First Nation relationship building work to begin - \$1500</li> </ul>
Gambier Island LTC	<ul style="list-style-type: none"> <li>• 2016/17 Budget - Protocol with Squamish Nation - \$1500</li> <li>• March 31, 2016 – Community to Community Forum with Squamish First Nation</li> <li>• Howe Sound Community Forum – the LTC is a member and participant in a forum on Howe Sound issues with First Nations as members.</li> <li>• Gambier OCP Review – will be engaging Squamish First Nation on variety of issues. Squamish First Nation expressed interest in being involved in the drafting of the bylaw amendments.</li> <li>• Staff working to develop procedures for engagement with Tseil-Waututh Nation on RAR bylaws and Gambier OCP.</li> </ul>
Gabriola Island LTC	<ul style="list-style-type: none"> <li>• The LTC has asked staff to arrange a meeting with Snuneymuxw First Nation. Staff will be introducing themselves to the new Snuneymuxw CAO soon.</li> <li>• Lyackson and Snuneymuxw First Nation are commenting on a bylaw referral. Further discussion with First Nations may be required on that bylaw.</li> <li>• 2016/17 Budget – Snuneymuxw First Nation protocol agreement work to begin.</li> </ul>
Hornby Island LTC	<ul style="list-style-type: none"> <li>• February 2, 2016 – preliminary meeting held with K’omoks First Nation with trustees and staff. Followup thank you letters sent on behalf of the LTC.</li> </ul>

	<ul style="list-style-type: none"> <li>February 12, 2016 – At their regular meeting, LTC considered further work with K’omoks First Nation for the 2017 fiscal year.</li> </ul>
Salt Spring LTC	<ul style="list-style-type: none"> <li>2016/17 Budget - First Nations Heritage Site - \$3000</li> <li>June 2015 – LTC gave approval of expansion of Halalt First Nation Aquaculture operations near Round Island.</li> <li>October 2015 – Staff met with Cowichan Tribes and Lyackson staff to discuss specific development applications and share information about process.</li> <li>December 2015 – LTC and staff met with Cowichan Tribes on issues of mutual interest.</li> <li>LTC is currently developing an inventory of archeological sites. Future work would involve possible creation of a Heritage Conservation Areas. This would be a long process and involve discussion with relevant first nations and the archeology branch.</li> <li>Ganges Village seawalk project is underway. Direct First Nations involvement due to location and archeological sites in the area.</li> <li>The Industrial zones policy and regulatory update project will include participation by area First Nations. Cowichan Tribes has asked for a cultural assessment of lands proposed for rezoning from any zone to industrial. Cultural assessment would be done by an elder walking the land. Other First Nations involvement is also underway.</li> <li>LTC received a letter from Cowichan Tribes asking the LTC to enact a moratorium on dock development in Sansum Narrows. Staff requested to report back to the LTC on options.</li> <li>LTC has asked for a meeting with Cowichan Tribes Chief and Council.</li> <li>Grace Islet – LTC was supportive of area First Nations bringing this to conclusion.</li> </ul>
Thetis Island LTC	<ul style="list-style-type: none"> <li>Zoning for Bute and Dunsmuir Islands on LTC projects list; this would involve working with Stz’uminus First Nation.</li> <li>Expecting that further work on Clam gardens and private docks to be necessary with Lyackson First Nation.</li> <li>2016/17 Budget – Penelakut and Lyackson protocol agreements work to begin - \$3000</li> </ul>
General	<ul style="list-style-type: none"> <li>August 2015 - Planning staff met with Lyackson and Penelakut First Nations and the Ministry of Forest, Lands and Natural Resource Operations to discuss Dock strategy for private moorage authorizations.</li> <li>Southern Team, Salt Spring and Northern Team (for Gabriola) continuing to meet regularly with Lyackson First Nation staff. Other First Nations are also invited to attend (Cowichan Tribes, Lake Cowichan, Penelakut, Halalt and Chemainus). Meeting is held at the Halalt First Nation offices near Chemainus. Meetings are of issues of mutual concern and consideration of bylaw referrals. Meetings held usually the 3<sup>rd</sup> Wednesday of each month. Planning staff attend as necessary depending on the bylaw being referred or the issues of interest.</li> </ul>

**Marine-related Activities on Trust Council's 2014-2018 Strategic Plan  
February 4, 2016**

In December 2015, the Islands Trust Council voted to ask the Executive Committee to look at the possibility of reorganizing Trust Council's committee structure to create, in addition or instead, a committee to address marine matters generally. This section of the resulting report summarizes current marine topics and assignments in the 2014-2018 Strategic Plan.

In December 2015, Trust Council approved three top priorities for Executive Committee, Local Planning Committee, Trust Programs Committee as follows (**marine topics in bold**):

<b>Committee</b>	<b>Status of assigned work to address marine threats</b>
<p><b><u>Executive Committee</u></b> (Trust Area Services section)</p> <ol style="list-style-type: none"> <li>Guidelines for exchanging gifts at First Nations special events</li> <li><b>Crown land agreements review</b></li> <li><b>Oil Spill and Shipping Safety advocacy</b></li> </ol>	<p><b>Oil Spill and Shipping Safety advocacy</b> The work in January 2016 included a Chair letter re marine shipping concerns, revitalizing the joint problem vessel working group, anchorages research and liaison, and developing an AVICC/UBCM resolution re management of shipping in the Salish Sea (see attached chart).</p> <p><b>Crown land agreements review</b> – a renewed protocol with FLNRO will provide greater clarity about the referral process used when issuing permits and licenses on the foreshore, such as docks, breakwaters, seawalls, and aquaculture.</p>
<p><b><u>Local Planning Committee</u></b></p> <ol style="list-style-type: none"> <li>Community housing needs</li> <li><b>Shoreline marine planning</b></li> <li>Appropriate economic development</li> </ol>	<p><b>Shoreline marine planning</b> The Strategic Plan activity T.2.1.1 assigns LPC to develop a project charter in 2015/16 to guide LPC regarding shoreline/marine planning advice in 2016/17 to local trust committees/Bowen Island Municipality. This work is likely to begin in August 2016.</p>
<p><b><u>Trust Programs Committee</u></b></p> <ol style="list-style-type: none"> <li>Amend Crown land cooperation agreements</li> <li>Review the Policy Statement</li> <li>Protect quality and quantity of water resources</li> </ol>	<p><b>Amend Crown land cooperation agreements</b> A renewed protocol with FLNRO will provide greater clarity about the referral process used when issuing permits and licenses on the foreshore, such as docks, breakwaters, seawalls, and aquaculture.</p> <p><b>Review the Policy Statement</b> The long-term project to review the Policy Statement could result in Directive, Commitment or Recommendation policies that reduce threats to the marine environment.</p>

In September, 2015, Trust Council approved a Strategic Plan for the term with the marine topics and assignments in the table below.

### Islands Trust Council marine-related activities 2014-2018 Strategic Plan

Topic	Body	Activity	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Use land use planning tools for shoreline protection*	LPC	T.2.1.1 Develop a project charter to guide the work of LPC regarding shoreline/marine planning advice for LTCs/BIM	√	?				
		T.2.1.2 Undertake work outlined in project charter regarding shoreline/marine planning (subject to funding)		√	?			
Encourage Voluntary Stewardship of Nearshore Ecosystems	TFB	T.2.2.1 Complete mapping of forage fish habitat for major islands	√					
		T.2.2.2 Develop public outreach strategy including information about eelgrass and forage fish nearshore habitats to private landowners on selected islands (subject to funding)		√	?	?		
Oil spill prevention and response	EC	T.2.3.1 Draft Chair correspondence		√	√	√		
		T.2.3.3 Encourage Canadian oil spill response agencies to coordinate spill response strategies with American counterparts	√					
Derelict vessels, barges and docks	EC	T.2.4.1 Advocate for senior government solutions	√	√				
		T.2.4.2 Participate in Joint Working Group	√	?				
Shellfish aquaculture	EC	T.2.5.1 Develop project charter and budget request re research		√				
		T.2.5.2/3 Develop and implement project charter (subject to funding)			√			
Industrial marine impacts	EC	T.2.6.1 Participate in Howe Sound Community Forum	√	?	?	?	?	?
		T.2.6.2 Reduce impacts of freighter anchorage activities	√	?				
		T.2.6.3 Assist with community meetings about additional anchorages near Gabriola Island and Plumper Sound	√	?				
Archaeological site protection	EC	T.6.2.1 Hold an educational Trust Council session about archeological site protection concerns.	√					
	TPC	T.6.2.2 Develop project charter and budget requests re research			√			
	TPC	T.6.2.3 Develop project charter					√	
	EC	T.6.2.4 Implement project charter						√
Negotiate new protocol agreement with the MFLNRO in regards to Crown land tenures	EC/TPC	FY 2015/16 - ? T.8.1.1 Revise and consolidate six agreements with the Province regarding Crown Land in the Islands Trust Area	√	?	?			
Biosphere Reserve	TPC	T.8.2.1 Develop project charter and budget request		√				
	TPC	T.8.2.2 Implement project charter			√			

Topic	Body	Activity	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Policy Statement	TPC	T.9.1.3 Implement project charter regarding Phase 1 ('State of the Islands' report)		√				
		T.9.1.5 Develop a project charter and undertake a community engagement process to create a vision statement for the Islands Trust Area and identify Policy Statement topics for amendment.		√				
		T.9.1.7 Develop a project charter and budget request for a Policy Statement topic update process		√				
	TPC/EC	T.9.1.8 Undertake a multi-stakeholder engagement process and develop a draft bylaw to update selected Policy Statement topics			√			
		T.9.1.9 Develop a bylaw for Trust Council third reading to update selected Policy Statement topics			√			
	EC	T.9.1.10 Adopt bylaw to update selected Policy Statement topics				√		

### Marine topics not on Strategic Plan suggested by trustees and staff in January 2016

Southern Strait of Georgia National Marine Conservation Area Reserve
Environmental Assessments – BURNCO Gravel Mine, Discovery LNG (Campbell River), Malahat LNG (Saanich Inlet), Roberts Bank Terminal 2
Particularly Sensitive Sea Area Designation
New rescue tug for the Salish Sea
Geographic Response Planning by WCMRC and Coast Guard
Seaweed harvesting from beaches
Pleasure craft sewage dumping
Climate change mitigation and adaptation – ocean acidification, sea level rise
Micro plastics contamination
Upland activities that may produce toxic run-off
Shoreline protection from erosion and beach habitat protection
Protection of habitat outside 300 metre boundary (e.g. glass sponge reefs, critical habitat areas that support herring, forage fish, migratory birds)
Creating Marine Protected Areas
Keeping our beaches relatively free of garbage
Discharges from septic systems, storm water runoff, etc. that contribute to declining marine dissolved oxygen levels and toxins in the ocean

? = may require Strategic Plan amendments to continue/defer the activity

\* Note: LPC could research and provide recommendations on the following topics: shoreline protection from erosion, beach habitat protection, enforcement on the foreshore, impacts due to proliferation of docks, best practice on how to 'zone' and express conservation values over marine waters, implementation of Green Shores program Trust-wide, etc...

**Islands Trust process, roles and capacity for responding to marine issues  
February 16, 2016**

The Islands Trust has the legislated ability to respond to marine issues that threaten the health of the Islands Trust Area by:

- Using available regulatory tools such as Policy Statement policies, Official Community Plans and bylaws to protect sensitive terrestrial and marine ecological areas and processes.
- Taking enforcement action against local land-use bylaw violations that threaten marine health (e.g. seawall, foreshore structures).
- Developing accurate and complete mapping to enhance the effectiveness of regulatory tools and education initiatives.
- Conserving terrestrial areas that support healthy marine processes through acquisition and conservation covenants.
- Educating landowners, island residents and developers about actions they can take to protect the marine environment.
- Advocating for senior levels of government and industry to place priority on the side of protection for Trust Area ecosystems.
- Cooperatively working with other levels of government and businesses to develop initiatives that reduce threats to the marine environment.

While the *Islands Trust Act* provides many methods for protecting the marine environment, it is up to Trust Council to set priorities each term through its Strategic Planning and budget processes, which are informed by public input.

**Capacity to respond to marine issues:**

	<b>TAS</b>  (Director + Policy Advisor)	<b>LPS</b>  (*assumes LTCs uses the planner time allocated for "Projects" for marine shoreline protection policy and regulatory amendments.  **Planner serving LPC would add 10% or .1 FTE with or without the new position)	<b>TFB</b>	<b>Total</b>
<b>2015/16</b>  <b>FTE equivalent</b>	1	2.5*	.25	<b>3.75</b>
<b>2016/17 FTE equivalent with new position</b>	1.25	3.25**	.25	<b>4.75</b>
<b>Proposed cost</b>	75%	25%		<b>\$82,000</b>

**The list below sorts the marine activities by the responsible Islands Trust body, and assesses current capacity as LOW, MED and HIGH.** The proposed Intergovernmental Policy Advisor would increase capacity in the specific roles **bolded** below:

### **Trust Council / EC role**

1. Developing and adopting Policy Statement policies (e.g. Amend Policy Statement to include new marine-related prohibitions/directive policies)
  - Capacity: **LOW**: \$82,000 in 2016/17 and reduce advocacy or planning services. Ongoing funding and staff will be needed until 2018.
2. Selecting which projects to fund
  - Capacity: **HIGH**: (e.g. Council could say it prioritize marine-related LTC and TAS projects)
- 3. Develop toolkits/model bylaws re marine**
  - Capacity: **MED**, already within LPC scope
4. Funding mapping to enhance the effectiveness of regulatory tools and education initiatives
  - Capacity: **MED** – More funding would increase capacity
5. Funding of enforcement action against local land-use bylaw violations on the foreshore
  - Capacity: **LOW** – More funding and changes to staff resources/functions would increase capacity
6. Directly conserve heritage properties that support healthy marine processes and cultural/ archaeological resources (Trust Council already owns one property, the Denman school)
  - Capacity: **LOW** – Strategic Plan changes, more funding and changes to staff resources/functions would increase capacity
7. Funding of Trust Fund Board for conserving terrestrial areas that support healthy marine processes and cultural/ archaeological resources
  - Capacity: **MED** – More funding would increase capacity
- 8. Educating landowners, island residents and development professionals**
  - Capacity: **LOW** – Strategic Plan changes, more funding and changes to staff resources/functions would increase capacity
- 9. Advocating to other levels of government and businesses (e.g. re shipping)**
  - Capacity: **HIGH** – already within EC scope and achievable if made high priority
- 10. Cooperatively working with other levels of government and businesses (e.g. derelict vessels, aquaculture)**
  - Capacity: **LOW** – Changes to staff resources/functions would increase capacity

### **LTC/Island Municipality role**

- 1. Adopting of OCPs and bylaws in support of marine protection**

- Capacity: HIGH – More funding and changes to staff resources/functions would increase capacity. Local trust committees and island municipalities could make marine topics a higher priority
- 2. Set work programs priorities that focus on marine issues
  - Capacity: HIGH – already within LTC scope if they choose to prioritize
- 3. **Cooperatively working with other levels of government and businesses (e.g. Participation in local processes (e.g. Howe Sound Community forum, Baynes Sound))**
  - Capacity: MED – Deeper levels of engagement would require more funding and changes to staff resources/functions

#### **TFB role**

1. Assist all staff to use ecosystem mapping to enhance the effectiveness of regulatory tools and education initiatives
  - Capacity: HIGH
2. Conserving terrestrial areas that support healthy marine processes
  - Capacity: MED – Regional Conservation Plan sets priorities for acquisitions and covenants. More funding would enable more focus on protection for marine processes.
3. Educating landowners, island residents and development professionals (e.g. workshops and targeted landowner contact)
  - Capacity: LOW – Strategic Plan changes, more funding and changes to staff resources/functions would increase capacity

#### **Staff role**

1. Service delivery on all of the above
  - Capacity: MED – More staff resources, more funding and/or fewer Council priorities would increase capacity for addressing marine issues that require cooperative actions developed through trusting relationships.
2. **Staff training and orientation on best practice for addressing marine issues (e.g. processing foreshore-related applications, promoting Green Shores concepts, cooperating with others, etc.)**
  - Capacity: MED – has not been a priority. Changes to staff resources/functions would increase capacity.
3. **Staff procedures**
  - Capacity: HIGH – has not been a priority, Changes to staff resources/functions would increase capacity.



**DRAFT JOB PROFILE**  
Current Position # \_\_\_\_\_

**TITLE: SENIOR INTERGOVERNMENTAL POLICY ADVISOR**

**CLASSIFICATION:** TO BE DETERMINED

**MINISTRY:** ISLANDS TRUST,  
MIN OF COMMUNITY, SPORT & CULTURAL DEVELOPMENT

**WORK UNIT:** LOCAL PLANNING SERVICES

**SUPERVISOR TITLE:** DIRECTOR, LOCAL PLANNING SERVICES

**SUPERVISOR POSITION #:** \_\_\_\_\_

### **JOB OVERVIEW**

This is a temporary leadership position that ensures a focus on excellence in the intergovernmental relationships among Islands Trust bodies, Federal and Provincial government agencies and approximately 31 First Nations with interest in the Islands Trust Area, Federal and Provincial agencies. The focus will be on marine shoreline issues and related outreach and engagement with government agencies and First Nations communities. The Senior Intergovernmental Policy Advisor provides senior advice to the elected officials for 13 local trust committees, the Executive Committee and Trust Council, the Chief Administrative Officer, Directors, Regional Planning Managers, Island Planners and other staff on a variety of marine shorelines issues and initiatives ensuring a high performance and informed approach. The position will require the Senior Intergovernmental Policy Advisor to provide advice and on-going training to elected officials, senior staff, planners and bylaw enforcement officers and assist in consultation with government agencies and First Nation communities when required.

The position will report to the Director of Local Planning Services but will provide approximately 75% of the time to Local Planning Services and 25% of the time to Trust Area Services. The Senior Intergovernmental Policy Advisor takes the initiative to develop tools and methods, research and sophisticated knowledge of marine shorelines and First Nations in support as follows:

### **KEY ACCOUNTABILITIES**

#### **Marine and Marine Shorelines**

- Provide professional and expert leadership, support guidance, education and orientation to local trust committees, Islands Trust senior staff and Island planners on all matters related to marine shorelines.
- Provides professional and expert policy advice to Trust Council, council committees, local trust committees, Trust Fund Board and staff on marine and marine shoreline issues.
- Conducts research and assesses marine issues and First Nations' and other government interests, and develops reference materials, tools and systems to document information on the issues, case law, culture, consultation, requirements, archaeological resources and provides advice to elected officials, planners and senior management.
- Attends local trust committee meetings to present and provide advice on marine and marine shoreline issues.
- Prepares and recommends strategies and priorities to local trust committees and the Local Planning Committee with respect to potential and emerging marine issues and conducts business case reviews, research and evaluation to ensure successful outcomes.

- Review policies, programs and initiatives of the Trust Area Services unit, to provide advice regarding the interests of government agencies and First Nations in relation to marine shoreline issues.
- Works with Regional Planning Managers, planners and other staff to identify and respond to marine shoreline issues, including undertaking advocacy in support of local trust committees Official Community Plan polices.
- Provides liaison with the Senior Policy Advisor to ensure a coordinated approach to advocacy and relations with other government agencies

### **Governments and First Nations Relations**

- Builds and maintains staff-level relationships with provincial and Federal government agencies with interests in marine areas and marine shorelines and with First Nations' groups and organizations to stimulate information sharing and encourage future opportunities and collaborations.
- Coordinates and leads information sharing related to First Nations' interests between the 13 local trust committees, other Islands Trust units (between the three offices, Executive Office, Trust Area Services, Trust Fund Board, Administrative Services), federal, provincial, and regional agencies to avoid duplication of effort.
- Attends local trust committee meetings to present and provide advice on meetings between government agencies, First Nations and local trust committees.
- Provide professional and expert leadership, support guidance, education and orientation to local trust committees, Islands Trust senior staff and Island planners on all matters related to First Nations relations and initiatives, including matters of treaty and title.
- Works with staff of First Nations to facilitate meetings between First Nations and local trust committees; attends meetings in a supportive role.
- Formulates strategies for the development of agreements on variety of marine related issues pertaining to government agencies and First Nations' interests including consideration of risk and cost/benefits to the organization.
- Works with Islands Trust staff, local trust committees, provincial staff, First Nations staff and legal counsel to develop, update and maintain appropriate protocols, agreements, memorandum of understandings, and other instruments to facilitate collaboration with government agencies and First Nations on marine related land use planning and policy matters.
- Ensures policies, structures and systems are in place to support the function.

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**

<p><b>Initiated by:</b> Robert Kojima, Regional Planning Manager</p>	<p><b>Budget Source:</b></p> <p>Local Planning Services base budget.</p>
<p><b>Operational Unit:</b> Local Planning Services – Southern Planning Team</p>	
<p><b>Name of Request</b> (<i>identify the problem, opportunity need</i>):</p> <p>To include the temporary increase of the Planner 1 position to 1.0 FTE in the base budget.</p>	
<p><b>Date initiated:</b> 18 September 2015</p>	<p><b>Date required:</b> 1 April 2016</p>
<p><b>1. BACKGROUND</b></p> <p>The Southern Planning Team currently has three Island Planners and one Full-time Equivalent (FTE) Planner 1. In the current (2015-16) budget the Planner 1 position was increased from a 0.6 FTE to a 1.0 FTE on a one-year basis. This restored the position to the full time status it had pre-dating 2011.</p> <p>The Southern Planning Team has two planner classifications. Island Planner is the senior planning position and undertakes a variety of planning tasks for assigned local trust committees (LTCs). Typically, an Island Planner is assigned to two local trust committees (or one local trust committee and the local planning committee) and undertakes and manages the LTCs' work programs, major projects, complex applications and attends LTC meetings. In addition the Island Planner is the principal resource and point of contact for the LTC.</p> <p>The Planner 1 is a junior planning position that is intended to support the Island Planners by undertaking a variety of the less complex work, such as enquiries, research, graphic design, and application processing. In 2015-16 the Southern Team is budgeted for 3 Island Planners and one 1.0 FTE Planner 1 on one-year basis.</p> <p>The Planner 1 position for the Southern Planning Team was created in 2008 as a result of a recommendation in the 2007 Local Planning Services Review. The rationale for the creation of the position was to free up Island Planner time from day-to-day inquiries and routine applications to concentrate on more complex applications and local trust committee project work.</p> <p>In 2011, the position became vacant. At that time, the Regional Planning Manager and Director of Local Planning Services reviewed the needs for planning support in the southern region against needs elsewhere in the organisation. Due to reduced applications resulting from the economic downturn and a desire to increase bylaw enforcement resources, the Planner 1 position was filled in late 2011 as a 0.6 FTE. This was restored to a 1.0 FTE in 2014/15 for that fiscal year and again in 2015/16 for this fiscal year only.</p>	

**2. PROBLEM STATEMENT/OBJECTIVES** (What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)

Application Volume

Since 2010, there have been increases in the volume and type of permits and referrals typically processed by the Planner 1. Some reasons for the increase include: economic recovery, establishment of new development permit areas, and changes to legislation relating to Temporary Use Permits. Table 1 (attached) shows the application numbers for the past three fiscal years and the current year (to date and projected). The results indicate that the general increase in application volumes since 2010 remained consistent, with a further increase last fiscal year and projected through the current fiscal year.

Workload changes

Three other recent changes cumulatively impacted workload for the Southern Planning Team:

1. **Support to the Local Planning Committee:** In 2012 an Island Planner position on the Southern Planning Team was assigned to provide dedicated planning support to the Local Planning Committee. This is estimated to add 100 hours +/- per year and has an on-going impact on workload on the team.
2. **Bowen Referrals.** Up until 2010 Bowen Island Municipality bylaw referrals to Executive Committee were reviewed by Trust Area Services staff. Planning assessment of the bylaw referrals from Bowen Island Municipality was transferred to Local Planning Services starting in 2010 due to a need to apply planning expertise to the reviews. Initially these were handled by the Director of Local Planning Services and distributed to planners on an ad hoc basis; however, in order handle these referrals in a more systematic manner, these are currently being assigned to the Planner 1 on the Southern Planning Team. These referrals typically require two days to review, draft a report, and undertake follow-up after the Executive Committee meeting. To date in 2014 there have been 5 referrals, resulting in an average of more than one day per month devoted to Bowen Island Municipality referrals.
3. **Planner on-Island Office Hours.** Starting in 2011, all Island Planners in the Southern Planning Team have had regularly scheduled office hours on their assigned islands. Typically once a month, these are in addition to travel for the local trust committee meetings. While office hours are invaluable and supported by local trustees, it both reduces the hours Island Planners can devote to work on projects and applications and results in additional overtime for travel, typically subsequently taken in the form of compensatory time off (CTO). This has an impact on the number of hours available for southern team Island Planners which is not experienced on the other teams. Maintaining the Planner 1 at a 1.0 FTE would mitigate the impact of office hours in two ways: allow more application and project work to be undertaken directly by the Planner 1 and potentially allow the Planner 1 to undertake occasional office hours in place of Island Planners.

Permit Monitoring

Changes in recent years have resulted in a need to implement a program to follow up and monitor permit conditions. The changes stem from the adoption and implementation of new sensitive ecosystem, riparian and shoreline DPA, and from increased issuance of TUPs. Development permits issued for these purposes often include specific conditions and, unlike form and character DPs, are not directly tied to the building permitting process. Temporary Use Permits also usually include conditions of use. A proportion of these permits should be followed up upon during or immediately following development to ensure that the conditions are met. This is currently done on an *ad hoc* basis by Island Planners. A comprehensive bring-forward system has been implemented in TAPIS and consistent permit condition follow-up has now been implemented. Island Planners are expected to manage and undertake the follow-up and monitoring, including site visits during on-island work days. Retaining a full time Planner 1 position will allow the time for the Island Planners to undertake this function.

Workload Balance

The average number of applications per planner FTE was typically higher for the Southern Planning Team in past years. More relevant for the Planner 1 position: permits and referrals (applications other than rezonings) have been higher on a per FTE basis for the southern region in the past (see attachment – Table 2). Increasing the Planner 1 to a full time position has brought per FTE workload between teams into overall balance (Salt Spring's higher numbers last year are the result of recent changes to building permit referral procedures). Retaining the Planner 1 as a full-time position would ensure that there is a broad workload balance between the teams.

**3. PROJECTED RESULTS/DELIVERABLES**

*(How does this address the objectives described above?)*

Retaining the position as 1.0 FTE in the base budget would ensure that the additional 700 hours (+/-) per year remain available to the southern team, LPC and for Bowen Municipality referrals.

Retaining the Planner 1 as full-time position in the base budget would have minimal fiscal implications as it is included in the current 2014-15 budget on a year-to-year basis; furthermore, the position is classed at Grid 21, the lowest classification for a planning officer. As an entry-level position, incumbents typically do not have many years of service, resulting in lower steps in the pay grid and less leave.

The request would benefit service delivery for Galiano, Mayne, North Pender, Saturna, South Pender work programs, enquiries and application processing; for Trust Council by supporting the strategic plan through the work program of the Local Planning Committee; and by supporting Trust Councils legislated responsibility to respond to Bowen Island Municipality referrals. Not including the position as 1.0 FTE in the base could potentially affect delivery of one or more of the following:

1. Increased application processing time.
2. Reduced proportion of time Islands Planners can devote to local trust committee projects, potentially reducing the number of LTC projects that can be prioritized at any given time.
3. Reduced project support to Island Planners and local trust committees; the Planner 1 typically undertakes routine project work, such as research, graphic design, drafting reports and attending community information meetings.
4. Increase leave resulting from Island Planner CTO: the Planner 1 occasionally attends office hours or conducts site visits on behalf of Island Planners.
5. Reduced coverage for enquiries and backfill for Island Planners during vacations.
6. Ability to process Bowen Island Municipality referrals consistently and within legislated timelines.
7. Providing a Southern Planning Team Island Planner for dedicated support to the Local Planning Committee.
8. Implementing permit condition monitoring and follow-up.
9. Staff retention: over the medium term: it is harder to retain planning staff in a part-time Planner 1 position.

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

1. Not approve increase, which would result in a need to address workload in the south by one or more of: increasing time to process applications and respond to inquiries, reduce project work or Island visits, or assess workloads in other regions and impact ability for LPS to assess Bowen Referrals to the Islands Trust Executive Committee.
2. Approve increase for one fiscal year only.

**5. CRITICAL SUCCESS FACTORS** *(What related factors have been identified? What risks are involved?)*

Inclusion of the position as 1.0 FTE in the base budget. No risks identified.

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

None identified.

**7. BENEFIT/COST ANALYSIS SUMMARY** (Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )

Item	Costs (Savings)	Comments
Wages and Benefits (contingent upon PSA classification)	\$27,000	Based on current collective agreement (BCGEU) for Grid 21. The cost is included in the current budget as a one-time item. Note: this is not an increase over the 2015-16 budget, except to adjust for BCGEU negotiated wage increases.
Savings	variable	0.6 FTE Planner 1 could work additional hours on an ad hoc basis funded by project budgets however this would require increased project budgets.

**8. RECOMMENDED DECISION** (Clearly outline the decision being sought and why this particular decision is being recommended)

THAT the Southern Team Planner 1 position currently funded at a 1.0 FTE on a yearly basis be included in the permanent base budget.

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

None. The position is already filled.

Robert Kojima

Initiator

September 18, 2015

Date

David Marlor

Director

September 18, 2015

Date

**REVIEWED BY MANAGEMENT TEAM:**

Date received:

Approved:  YES  NO

Next steps:

## ATTACHMENT 1

**Table 1: Southern Team permits and referrals opened**

<b>Fiscal Year</b>	<b>BP/ CL</b>	<b>ALR</b>	<b>DP</b>	<b>DVP/BoV</b>	<b>TUP</b>	<b>SUB</b>	<b>Total</b>
<b>2012-13</b>	32	2	6	19	5	7	71
<b>2013-14</b>	39	2	8	10	2	3	64
<b>2014-15</b>	49	3	10	15	4	6	87
<b>2015-16 (projected)</b>	-	-	-	-	-	-	85

ALR = Agricultural Land Reserve referral  
 BoV = Board of Variance appeal  
 BP= Building Permit referral  
 CL = Crown lease/license/permission referral  
 DP = Development Permit application  
 DVP = Development Variance Permit application  
 TUP = Temporary Use Permit application

**Table 2 – Comparison of Permits and Referrals Opened per FTE**

<b>Fiscal Year</b>	<b>Northern</b>	<b>Salt Spring</b>	<b>Southern</b>	<b>Average</b>
<b>2012-13</b>	18	19	20	19
<b>2013-14</b>	14	14	18	15
<b>2014-15</b>	15	36	22	24
<b>2015-16 (projected)</b>	17	25	21	21

FTE (planners): North (5), Salt Spring (4),  
 Southern (3.6 in 2012-13, 2013- 2014 / 4.0 in 2014-15, 2015-16)

FTE = Full-time Equivalent

**To:** Financial Planning Committee

**For the Meeting of:** March 2, 2016

**From:** Pamela Hafey, Communications Specialist

**Date prepared:** February 19, 2016

**SUBJECT: PUBLIC FEEDBACK ON 2016-2017 BUDGET PROPOSAL**

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### DESCRIPTION OF ISSUE:

- The public submitted 13 emails and 121 surveys within the January 22-February 17, 2016 public consultation period for the Islands Trust Council's 2016-2017 budget proposal. This represents a significant increase over the 35 email comments received in 2015. This year was the first time using a survey and the first time asking questions about "value for money."

### BACKGROUND:

- Under its Terms of Reference, the Financial Planning Committee has responsibility for representing the interests of Council, Executive Committee and Council Committees throughout the budget process, which includes designing the process for public input.
- Executive Committee has the budget and responsibility for delivering an effective public relations program, which includes consultation on the budget.
- On October 28, 2015 the Executive Committee approved the allocation of \$5,700 from its communications budget for public consultation on the 2016-2017 budget. Actual costs were \$3000 for advertising and \$2000 for design. This represents a significant increase from prior spending, which was limited to one black and white ad in the Island Tides newspaper.
- The increased outreach this year included ads in five papers (Bowen Undercurrent, Island Tides, Driftwood, Gabriola Sounder and Denman-Hornby Grapevine) and two online banner ads – Bowen Forum and Salt Spring Exchange.
- The outreach also included an anonymous survey to gather feedback on both the budget and the preferred methods for communicating with islanders.
- Noteworthy observations about the outreach are listed below:
  - January 22<sup>nd</sup> (the day of the launch) was the day with the most responses (22), with most of those from North Pender
  - Of the completed surveys, highest number (31) identified with Denman, followed by North Pender and Salt Spring (18 each), and Bowen (13).
  - There was a significant spike in surveys completed (18) on February 10, 2016, mostly from Denman Island. This may be attributed to the article in the Flagstone by Trustee Laura Busheikin encouraging islanders to take the survey.
  - The high level of participation from North Pender may be attributed to outreach efforts of Trustee Derek Masselink who retweeted Islands Trust posts to his followers, as well as promoted the budget consultation on the Pender Island Facebook page.
  - Bowen Island Trustee Alison Morse also promoted the budget to Bowen residents via email, as did Trustee Paul Brent (Saturna Scribbler).
  - Islands Trust Chair Peter Luckham promoted the budget through two radio interviews.

- The Islands Trust news release was published in the Denman-Hornby Grapevine and Island Tides.
- A majority of the survey respondents learned about the budget through the email subscriber notice (30), followed by Facebook or Social Media (19) and community blog (18).
- Respondents confirmed that they prefer to receive information directly from the Islands Trust through emails (47), followed by the Islands Trust website (20) and by letters from the Islands Trust (15).

**ATTACHMENT(S):**

1. Email feedback on 2016-2017 budget proposal
  2. Survey feedback on 2016-2017 budget proposal
- 

**AVAILABLE OPTIONS:**

- 1) Make recommendations to the Executive Committee and Financial Planning Committee for future budget consultation methods.

**FOLLOW-UP:**

Staff will consider advice arising from Financial Planning Committee, Trust Council and Executive Committee in delivering public engagement on the proposed 2017-2018 budget.

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**Prepared By:** *Pamela Hafey, Communications Specialist*

**Reviewed By/Date:** *Cindy Shelest, Director Administrative Services Feb 22/16*

*Minor revisions by Lisa Gordon, Director of Trust Area Services March 22/2016*

*Russ Hotsenpiller, CAO, March 2, 2016*

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## **Islands Trust 2016-2017 Budget Proposal**

### **Comments Received from the Public to Midnight February 17, 2016**

#### **For distribution to Financial Planning Committee (March 2, 2016 meeting) and Trust Council (March 23, 2016 meeting)**

Thirteen comments were received by email, 121 surveys taken. There were no handwritten comments received. All personal information (eg. address, email address, phone number) was removed from the attached. Where the commenter's island was known, it was added. Greetings and salutations were removed to save space in this document. Capitalization and spelling have been retained as received.

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#### **1. Received from Richard C. Beard Keats Island**

Thank you for the opportunity to give feedback on the proposed budget for 2016/2017.

I appreciate the obvious desire to avoid increases in the funds raised from property taxes. I also applaud that 7% of expenses are devoted to land conservation.

One area where more funds could be raised is through application fees which are projected to yield 1.5% of revenue (\$110,000 including "sales"). Would I be correct in thinking that the actual cost (including staff time) for processing development proposals, subdivisions etc. will be much higher than this? Development along the shoreline and in riparian areas often raises complex issues. The inexorable trend for the islands is one of development with environmental impacts on parks, the marine environment and other private property. It seems reasonable for proponents of development to pay more so there is more funding to deal with its consequences.

Respectfully submitted, Richard C. Beard, part-time resident of Keats Island

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#### **2. Received from Larry Waldman Bowen Island**

It is not possible to allocate 0 (zero) dollars to any activity in your survey. If you choose other and state that your preference is for the Island Trust to be de funded and ended forever, you are not allowed to carry on with survey. Why am I not surprised. Fraudulent Survey I guess.

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#### **3. Received from Roxanna Mandryk Gulf Island Alliance**

As chair of the Gulf Islands Alliance (GIA) and a resident of Denman Island, one of the islands affected by the budget, I am writing to you about GIA's concerns about several items in the 20L6-L7 Budget proposed.

While an income increase of \$31,551 is not a large amount in a budget of \$7,215,675, we worry when we see that this increase is under the heading of "Tax growth through new construction".

Unless we are misunderstanding what that means, an increase due to construction growth in a budget of an organization whose mandate is to "preserve and protect" seems quite inappropriate. We would love to see that money coming from activities which promote the preservation and protection of land instead.

Many of our comments are the result of having "Actual" figures from 2014, not 2015, and therefore may be a bit behind the times, however, since those are the only figures available, that is what we must use as comparative numbers.

In 2014/15, \$28,000 was budgeted for "Communications" but in actuality only \$14,676 was spent. In the 2015/16 budget, there's the budget amount again for \$28,000 and now it's there for 2016/17. If only half that amount has been spent historically, why the almost 50% increase?

Likewise in Islands Trust Fund Administration, if only \$80,079 was spent in 2014/15, why budget \$98,000 in both 2015/16 and 2016/17?

In looking at the four lines for Salaries and Benefits, we are pleased to see the increase is being kept at a fairly reasonable rate as compared to the total amount for Salaries and Benefits. However, from the 2014/15 actuals to the 2016/17 budgeted numbers, we are looking at an increase of \$289,677, going from \$3,999,500 to \$4,289,177.

Overall this seems like a big jump and in an organization with a total budget for expenditures of \$7,280,675 and with a predicted shortfall of revenue to expenses of \$65,000, we see an organization which is staff-heavy. The Trust should be spending its money to support the islands that pay its way. We don't see that happening.

In a telecommunications world which is becoming increasingly more competitive, GIA questions an increase in "Telephone" from 2014/15 actual of \$74,122 to 2016/17 budget of \$90,150. Can the Trust not be negotiating better rates? The category of "Travel" concerns us too. A jump from 2014/15 actuals of \$14,204 to 2016/17 budget of \$81,500 is 100%. Really? In a world where interest rates and cost of living are so low, why is this number growing so fast?

And, of really great concern to me is the \$145,000 budgeted for "strategic Plan objectives". Given that the Strategic Plan is complete, as we understand it, why so much? What is planned that warrants this large expense?

As a previous Trustee, I know and acknowledge that your job in budgeting for such a large and geographically diverse organization is not an easy one. However, as we were

constantly reminded by our constituents, "there is only one taxpayer!" GIA urges you to reconsider this budget one more time, use a comb with even finer teeth and see what you can do.

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**4. Received from Roger and Miho Baird  
Denman Island**

Due to the deterioration of the marine ecosystem in the Baynes Sound area and the need for action to preserve this important asset we would like to recommend that money be put aside to address this issue.

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**5. Received from Ralph McCuaig  
Denman Island**

Concerns over the proposed budget for 2015-16. If I read the "Budget History" chart correctly since 1994/95 the Islands Trust has increased expenses from \$2.9 million to a proposed \$7.05 million dollars. I do not think these increases are justified as I do not 'see' what we are getting for our money here on Denman. The Islands Trust seems like a foreign body (& another level of government) that appears more interested in expanding a bureaucracy - but not providing islanders with concrete value for our money. Less is more.

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**6. Received from Daniel Howden**

In the next 24 hours, deforestation will release as much CO2 into the atmosphere as 8 million people flying from London to New York. Stopping deforestation is the fastest and cheapest solution to climate change.

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**7. Received from Bill Granger  
Bowen Island**

I am writing to express concern that only Bowen Island residents are being asked to pay more (almost 10% for Islands Trust services for the Budget Year 2016 over the amount assessed in 2015. The Saltspring Island increase appears to be for a specific Watershed Planning exercise requested by Saltspring Island residents and presumably, the Trustees.

While it is true that the Provincially-assessed values of our properties are up in 2016, I am sure this is also the case across all of the large Islands under the jurisdiction of the Islands Trust. When all other Islands are being kept at a zero percent increase in costs assessed by the islands Trust, I feel that this does not equate to proportional cost-sharing.

I would ask the Islands Trust Finance Committee to review this proposal before adoption of the 2016 budget.

Thank you.

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## 8. Received from Al cunningham

There are tremendous needs to service the population on Salt Spring Island. We absolutely need a new fire hall. We are overdue for improvements in the depth and breadth of service for our hospital.

Ferry service is often too expensive, too indirect and planned more off Island than on. (Is direct service to small Islands and not Salt Spring making the population too dense on the

Tiny outer Islands? The result in a clamour for services Salt Spring already has? Does the 7 million budget represent too large a bite out of available potential tax dollars? How long does it

Take to learn that the tax money ripped off from Gulf Islands should not be spent in Victoria but instead on our Island for the head offices. (This was one of the main reasons that Nantucket and

Marthas rejected a Trust with headquarters at the State capitol!)

Furthermore, we may have to spend more on water. Perhaps studying other Islands and how they deal with water problems is needed given that many have very large populations compared to ours and how they deal with water needs when less falls from their sky! This with a Committee of Senior travelers does not take a lot of money. Look at Gibraltar for instance who has 60,000 people and millions of visitors!! A smaller area than most any of our significant Islands. There are new exciting processes in the works desalinizing so perhaps we could be a test ground for breakthrough green environmental advancements. How about directing solar from ground stations

to a central tower for creating a center of extreme solar power which is being tried in Spain and Portugal by Saudi Arabia? Why could we not find work for young people here by having

Green energy studied through an arm of a University? Do we need a Mayor and Council to push for Trust needs through innovation?

In face of exciting challenges, one has to ask how our Trust budget got to be so big....in fact, five or six times larger per capital than any other CRD area or town for planning. Compare Sidney and Ganges. Who is doing

The better job with less money? The Trust Act is for the people on the Islands plus those people living in BC. Is the Province supplying half the funds...if not, why not? What is being done to restore this imbalance?

Perhaps we should ask the question.....what does the Trust do that is for the people and not just what is it doing to the people!

Does it supply expertise on protecting our land by providing help from a geotech point of view to protect our coastline as US agencies do for their people in the face of a rising sealevel? Does it test the water

From wells as is done by their rep. agencies on Nantucket and Martha's? Does it help to ensure locals are employed by helping to have short term resident rentals through glossy

Pages as do the San Juans.....ensuring such homes are on larger acreages and are not disturbing locals? Has it followed up rapidly on housing studies to encourage supply of

Housing for all socioeconomic levels?.....and one could go on ad nauseum. I think the Trust could do a better job of encouraging industry especially when it rises from the

Wonderful Trust ideas of home industry to larger scaled Island industrial endeavours.

I think the question is whether the 7 million is just taking too big a tax bite for planning? Incremental increases compounded yearly for particular Islands does not lead to problem solutions.

Look at the Trust and how it can become more efficient and more supportive of its residents AND VICE VERSA! The residents more supportive of this unique form of Government.

Such change does not need such big budgets because we are not talking about rampant growth that is not wanted but we are talking about slow growth which allows for

Proper services. Look at Sechelt, a town the same size of Ganges, which is slowly growing and has a new 68 million dollar hospital. Our answer should not be to ship patients

Off the Islands as we do with many of our other problems..ie contaminated soil, trees and brush, sewage, recyclables etc. The new green era is to handle as much of these problem

Areas ourselves within our own borders in innovative ways. What have we done? Again, budget is not the question. In fact, using local expertise from our army of retired people is one of our potential strengths!

Could this force be organized to reduce our budget at some point. After all, economic times are not that great and the suffering of business during and after the 2008 recession on

The Islands is and was embarrassing. Bankruptcies and closings should be halted by providing an environment for business that is more supportive than restrictive. Efficiency increases

Should be sought after not budget increases. A Committee should be formed to see if the Trust cannot do more for the people with less money. The Trust should be able to spend more and

Ask for more if good times return just as they should reduce budgets significantly when times are difficult as they are now. Proper planning could even out the economic swings.

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**9. Received from R. Gerry  
Bowen Island**

Thank you for the opportunity of expressing my thoughts on the value of the ISLANDS TRUST to Bowen Island.

Unlike most of the other islands within the ISLANDS TRUST Bowen Island is, to a great extent, a bedroom community due to its' close proximity to Vancouver and the mainland. The trip to the mainland is essential for many of the working members of our population in order to pursue better job opportunities, greater financial rewards, improved shopping, and higher education. Many prefer to live on Bowen and commute because of the peace and tranquility at the end of the workday, others because they can afford to own a house on Bowen, but could not do so on the lower mainland.

I have no statistics, but believe it is well known, that most that most families lose their children after high school graduation because of the lack of job opportunities on the island, and little or no evening or weekend entertainment.

In my opinion Bowen Island cannot afford the expense or the restrictions in continuing to be associated with the ISLANDS TRUST.

Bowen Island needs a larger tax base to improve the municipalities financial position in order to finance the cost of much-needed facilities like a community centre. This can be achieved by encouraging greater commercial and residential development, a larger population, more jobs, prosperity, and affordable housing. Whereas the Islands Trusts' mandate is to "preserve the communities, culture, and environment (as they are, presumably) within some utopian place called the Salish Sea. Please understand that I, and all the rest of us, love nature and wish to preserve it, but we also long for some of the other pleasures of life that managed development would provide as well. Of course, some people (mostly long term retired residents) would prefer that Bowen not change. They prefer to live in the past. Other more forward-thinking people believe that there is no future in the past. Our natural surroundings are beautiful and in a super abundance, and should be partnered with prosperity, not against it. So Bowens' best interests are not those of the ISLANDS TRUST.

Travelling around the lower mainland, over to Vancouver Island, and into Washington State we see new construction everywhere we go. Construction of good quality as well as affordable homes and commercial buildings creates prosperity. It creates jobs. Jobs create money. Money creates prosperity. We see very little of that on Bowen island except for a few "up-market" homes on acreage.

In order for our island to catch up with its' prospering counterparts in other locales we must create a partnership with NATURE and BUSINESS. That is not possible if our future is controlled by off-island proponents of the "summer cottage, leave things as they are" mentality.

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**10. Received from Peter Lamb  
Salt Spring Island**

This submission is based on conversations I have had with a number of other residents concerned about the future of our islands and the planet.

Once again, it is astonishing and profoundly disappointing that Trust Council is not adequately addressing the critical issue of climate change in its 2016/17 budget.

One would have thought that the outcome of the Conference of the Parties (COP21) in Paris last December would have energized governments at all levels to take more urgent and effective actions to reduce greenhouse gas emissions. Certainly, the new Canadian Government has made climate action a top priority and the BC Provincial Government has stated similar concerns in their Climate Leadership Plan. In fact, this Plan acknowledges that their 2020 target will not be met.

Is it Trust Council's intention to ignore both these strong initiatives and do little or nothing new at the local level? It is at the local level that public awareness of the problem and policies for action can have their greatest effect. It would also seem detrimental to the Trust's good reputation to be so out of step with federal and provincial policies on climate action.

Indeed, it seems that Trust Council is reducing its focus on climate action in its first budget since Paris. I could not even find the words "climate change" or "climate action" anywhere in the budget documents or even in the current Strategic Plan that Council adopted last September.

While "Reducing GHG emissions" had been included as a strategic objective in both the 2008/11 and 2011/14 Strategic plans, it has disappeared in the current Strategic Plan. I realise that "Reduce community ecological footprint" as an objective in the current Plan might be seen as giving continued attention to the issue but there is nothing explicit in the proposed activities that suggests that Trust Council itself is prepared, or is pressing Local Trust Committees, to take action to implement real changes in land-use planning.

Strategy 3.1 of the current Strategic Plan merely speaks of developing a "Project Charter and cost estimates for development of an Integrated Community Sustainability Plan for one or more LTAs" with only SSI LTC making an application for funding. This does not reflect the sense of urgency that the climate crisis demands. In addition, there is no detail given of the elements to be contained in such a Sustainability Plan although reducing GHG emissions surely must be a priority.

Strategy 3.2 of the current Strategic Plan states "Support efficient and sustainable transportation systems and infrastructure". This is clearly a key strategy in the Trust area to address GHG emission reduction but its status is shown as "Not due and Not started"

What urgent actions should Trust Council be taking to effectively respond to the issue?

First, Establish a Task Force of trustees to review Trust climate action policies and initiatives taken to date and report progress to the June, 2016 Trust Council and to the public. This would give the issue more focus and show that the Trust takes the climate crisis seriously.

Second, provide an update to the public on GHG reduction targets that have been established in all OCPs and the extent to which LTCs have amended Land Use Bylaws or adopted other means to implement those policies. Your own and provincial tool-kits set out new planning tools that would support reduction of GHG emissions in all Trust Areas, including Development Permit Areas, Development Approval Information Bylaws , new zoning bylaws and Transfer of Development Potential. For example, the Salt Spring Island OCP (A.6.2 policies) provided for carbon budgets, energy efficiency and climate change adaptation and mitigation impacts to be addressed as well as utilizing a Development Approval Information Bylaw.

Third, work closely with Regional Districts where necessary to coordinate and make progress on climate actions across the Trust area.

Fourth, with reference to specific budget items, the section on Strategic Plan objectives (\$145,000) includes:

- a. "State of the Islands Report" (\$35,000) which should, in my view, address the impact of climate change on the Trust area and the extent to which the islands have adapted to and/or mitigated the effects of climate change.
- b. "Review of Victoria office location" (\$35,000) which, given the extended delay in the SSI incorporation study process, is not as pressing as initially expected and some of that budget could be reallocated to address climate action work.
- c. "... identify which Policy Statement topics to update/add" (\$47,000) and I urge Council to include the items listed in Trust Council resolutions passed in March, 2015 referring to the Blue Dot initiatives.

Beyond the practical and moral necessities of explicitly including climate change in budget items, Trust Council may wish to consider the implications of lost funding opportunities as future Federal funding initiatives are expected to target communities that prioritize climate action.

We look forward to meaningful changes in the final Trust Council 2016/17 budget.

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**11. Received from Annette and Hartmut Schmidt-Schweda  
Denman Island (also forwarded to the Denman Island Local Trust Committee)**

It is the Islands Trust mandate to protect and preserve.

On Denman Island almost an entire watershed remains unprotected, although the riparian area protection and the therefore necessary mapping was a main project this past year.

The project manager, (name removed), knows where the stream flows, he has walked it and located it with his handheld GPS. He knows, that the mapping is wrong, but keeps resisting the correcting of the faulty mapping.

So - our proposal for the use of the newly budgeted money is, to clean up old business, where the mandate of the Islands Trust has not been fulfilled —and— needlessly so.

Please also see the letter below from Dec.4th 2015, as it clarifies the circumstances described above.

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**12. Received from Graham Brazier  
Denman Island**

The proposed budget for 2016-17 suffers from a serious omission. This is largely because it is based on a flawed Strategic Plan for 2014-18; a plan which, though adopted “following extensive review and public input”, failed to fully reflect that input.

The public review process revealed that “*Preserve and protect coastal shorelines and marine areas*” ought to be given the highest priority for the new term. This conclusion has not been reflected in either the Strategic Plan or any of the five projects listed (p. 5) for Trust Council in the proposed budget. If the Trust is to respond to the public’s wishes, which it sought out, it will need to demonstrate that it is prepared to set aside time, energy and funds to seeking new approaches to the protection of coastal shorelines and the waters which surround us all.

The establishment of a ‘marine’ committee (with staff tim) to develop a comprehensive and coordinated approach to marine issues throughout the Trust Area would surely be a reasonable response to this public demand.

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**13. Received from Maggie Squires  
Salt Spring Island (SSIWPA – also forwarded to the Salt Spring Island Local Trust  
Commitee)**

Some feedback to Trust Council on SSIWPA- An interesting experiment that may not fit the challenge. SS is the only Gulf Island that relies substantially on lakes for drinking water. Groundwater is the dominant water resource on all other Gulf Islands. As a result, considerable academic research has been undertaken to understand hydrogeology, and groundwater recharge among the Southern Gulf Islands (i.e. there is modest body of scientific literature on this). In contrastwith groundwater research, research to understand the ecology of SSI lakes seems sparse, for the most part limited to short term and sporadic government sampling, and to somewhat regular sampling by NSSWD of the island’s two largest lakes. Indeed, even for the case of NSSWD, there is a history of unqualified, underfunded, and non-academic assessment of the island’s primary drinking water lakes. In turn, relatively poor understanding of links between lake physico-chemical regimes and lake biology, and misunderstanding of lake nutrient sources has led to misguided management at substantial cost to SSI residents.

In recent years, NSSWD has identified and filled several major knowledge gaps deemed pertinent to responsible lake water supply management. In 2015, for example, professional hydrologic engineers undertook drought analysis for each of the two major drinking water lakes on SSI.

In 2014, after installation of artificial aerators to reduce internal loading appeared to worsen water quality, NSSWD undertook a targeted study of lake turn-over and supported sediment

trap work to better understand the potential for internal loading at SML. The aerators have not been used since late summer of 2013, and new study results suggest the significance of internal loading may have been exaggerated. Out of a personal interest in lakes, and by collaborating with NSSWD and fellow limnologists on and off SSI, and with the assistance of the Water Preservation Society and with funding from the SSI Foundation, aspects of SML have continued to be studied, and streams and lakes in the Cusheon watershed have been regularly sampled since fall 2014 (flow and chemistry). The data show clear differences among Cusheon streams in flow and nutrient regimes. Further, among lakes, the striking differences in nutrient and algal regimes could help anticipate periods of accelerated growth of cyanobacteria and trigger more frequent sampling of specific lake waters for cyanotoxins during critical time windows. Some of the Cusheon watershed and SML work will be presented at the Feb. 27 public talk on cyanobacteria as part of the Art and Science Movement co-sponsored by two local activists, while work on SML is partially written up (i.e. SML Biomanipulation report, and soon-to-be-released SML Aerator Assessment report). Work is presented not as definitive but as pieces of a puzzle that can guide questions, hypotheses, and sampling designs.

What we seem to need more of on SSI is rigorous academic level research, i.e. data collection that is adequate to test hypotheses and unambiguously answer pertinent questions. The points I want to make are as follows. First, for the considerable amount of money spent by SSIWPA, the output seems modest. The adoption of structured decision-making as a tool to develop a long-term management plan for SML seemed misguided and produced a document of little guidance value. The SSIWPA-IWMP for SML contains two conflicting scientific assessments, which considerably lowers its value as a management plan. Although collaborative data collection is ongoing, identification of critical knowledge gaps, and design of sampling programs to test hypothesis has not been thoroughly undertaken. Second, I remain unconvinced that SSIWPA has the scientific leadership, expertise, and oversight to tackle fundamental questions related to long-term use of local lake systems for drinking water and recreation. As an example, while a NSSWD-supported drought analysis seems to do a credible job of assessing the possible implications of climate change for surface water supply at SML and Lake Maxwell, a SSIWPA-supported drought analysis for SML appears to ignore climate change. If there is a conflict-of-interest here, it should not be overlooked as indeed current professional engineering standards require consideration of climate change in all studies related to water resource planning and infrastructure. Acceptance of a possibly flawed analysis of future rainfall and water-capture at SML appears to be evidence that the SSIWPA Steering Committee and Technical Working Group may lack the level of expertise needed to plan for SSI's water future.

I'm happy to discuss further any of the issues pointed out above.

## **Islands Trust 2016-2017 Budget Proposal**

### **Comments Received from the Public AFTER February 17, 2016 deadline**

#### **For distribution to The Trust Council (March 23, 2016 meeting)**

Three additional comments were received after February 17, 2016. All personal information (eg. address, email address, phone number) was removed from the attached. Where the commenter's island was known, it was added. Greetings and salutations were removed to save space in this document. Capitalization and spelling have been retained as received.

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#### **1. Received from Larry Cross Salt Spring Island**

When I purchased my property, I paid for added values including a very good well. I chose not to connect to the Mount Maxwell water line running past my property. I have constructed and maintained my pump houses, pumps, storage tanks, water treatment and lines at my own considerable expense. I have also paid to construct and maintain my own sewage treatment facilities. (Septic tank and field)

I have not expected or received any financial assistance from any level of government to provide water and sewage treatment for my property.

As a senior on limited income why should I be expected to support through taxes a water system that I do not use? The continual increase in taxes with nickel and dime add on's will eventually drive property owners like myself off the island. Elected officials seem to think there will be no objection to adding a few dollars here and a few dollars there to my tax bill! They all add up and will eventually drive me away.

It is time to have only one governing authority controlling property taxes with an overall budget to provide services to those who want and need them.

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#### **2. Received from Richard Ballantyne Salt Spring Island**

I object in the most strenuous terms to a budget allocation for SSIWPA. Inclusion of a general special property tax requisition is unfair to those Salt Spring residents that do not take water from St. Mary's Lake or Cusheon Lake.

The reason for my objection is that water supply and management on Salt Spring Island are the purview of numerous local improvement districts. Each district is responsible for the planning and the costs of treatment of water within their district.

It is laudable that a number of agencies with overlapping jurisdictions want to discuss how to better manage the St Mary's Lake and Cusheon Lake watersheds. I will not digress on how a better solution might be to eliminate some of the overlap and bureaucracy.

But I live within a local improvement district with separate issues and the responsibility to deal with, and pay for, solutions. Nobody is offering to assist our district, and the district is not expecting or wanting any assistance from SSIWPA.

I think the ratepayers of North Salt Spring, Highland and Beddis Waterworks Districts and those individuals extracting water from both lakes would be happy to pay for better understanding and management of their water resource. I would not be happy.

General taxation to fund public services is fine for services where all taxpayers could benefit. However where costs that benefit a distinct group of residents can easily be tracked, it is unfair to ask all taxpayers to pay. It is grossly unfair when these other taxpayers are looking after their own similar issues and costs without recourse to the general public purse.

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### **3. Received from Mike Cherry Salt Spring Island**

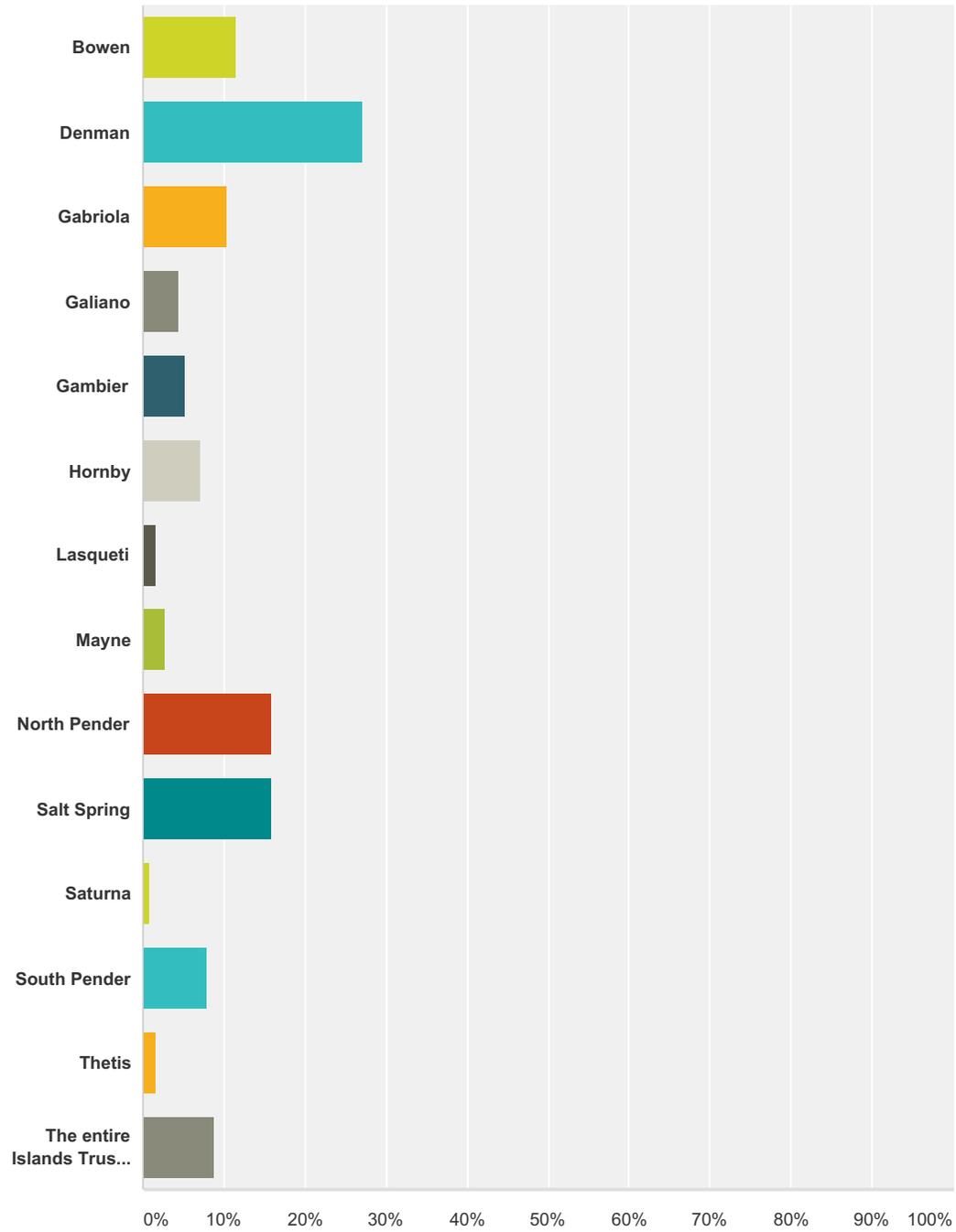
As a pensioner, home owner & 42 year resident of Salt Spring Island, I wish to protest the implementation of yet another punitive Special Tax Requisition. The Islands Trust studies issues to death but never does anything about them. Instead of "Preserve & Protect" we get more excuses to not deal with the real issue affecting our water: OVERDEVELOPMENT. For 40 years the province, Trust & CRD have failed us miserably when it comes to managing our FINITE water resources. I challenge the province & Trust instead to declare a moratorium on approval of any more land or subdivisions for single-dwelling homes on Salt Spring. I doubt the Trust or province has the guts to do this - it's easier to bully industrial entrepreneurs into leaving Salt Spring. Do you continue to allow ruination of our water until it's necessary to construct an expensive pipeline to Vancouver Island to supply an increased population??

According to your 2016-17 Water Management budget, the Trust can't even indicate how many years of "studies" are required to achieve some sort of solutions or answers. How many years/decades do you people need to study TWO lakes? And...I have to wonder what a \$12,000 "Administration Surcharge" is supposed to be about. How arrogant & outrageous to suggest we taxpayers give you a 'blank cheque' to keep studying, studying, studying! To justify this spending based on the lack of a direct increase in our Trust property taxes for 2016 is equally insulting. I would suggest wisely using the grants and the money already collected to focus on some sort of implementation rather than asking for more.

Us marginal-income seniors cannot afford to keep paying more & more taxes for this stuff - we are being taxed out of our homes. My 2016 net income from pensions & disability income was \$26. If I complain, I am told to live within my means or leave my home & get off the island! Perhaps it is now time for the Trust to live within it's means."Preserve & Protect" seems to be about PROTECTING your jobs, budgets & self-interests and PRESERVING this island for the developers & the wealthy. Please consider the poor suffering taxpayers...thank you

**Q1 Which island or local trust area do you feel most connected with? (You can select more than one.)**

Answered: 114 Skipped: 7

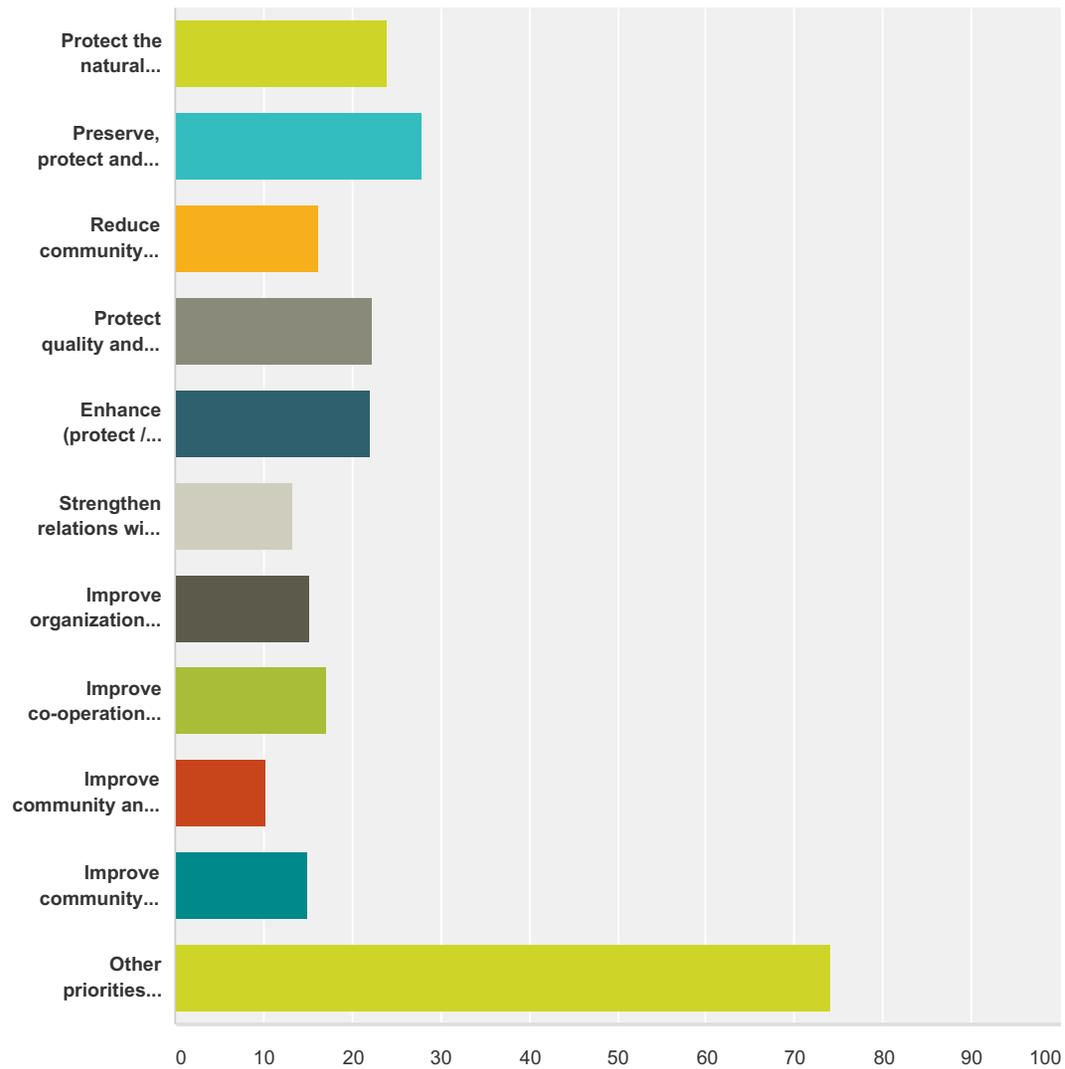


Answer Choices	Responses	
Bowen	11.40%	13
Denman	27.19%	31
Gabriola	10.53%	12
Galiano	4.39%	5
Gambier	5.26%	6
Hornby	7.02%	8
Lasqueti	1.75%	2
Mayne	2.63%	3
North Pender	15.79%	18
Salt Spring	15.79%	18
Saturna	0.88%	1
South Pender	7.89%	9
Thetis	1.75%	2
The entire Islands Trust Area	8.77%	10
<b>Total Respondents: 114</b>		

#	Other (please specify)	Date
1	Howe Sound	2/10/2016 9:19 AM
2	Mudge Island	2/6/2016 9:25 PM
3	Brigade Bay	1/25/2016 2:55 PM
4	Keats	1/24/2016 1:18 PM
5	Keats	1/24/2016 5:55 AM
6	Keats	1/23/2016 8:32 PM
7	As a resident of REDACTED Island, we have no trust in our representative. We believe his own personal agenda conflicts with his role as a Island Trust Representative.	1/23/2016 7:04 PM
8	Gossip Island	1/22/2016 3:39 PM

**Q2 If you had a \$100 to spend on the current priorities of the Islands Trust Council (listed below), how would you allocate the money? Please make sure the total adds to 100. If none of these priorities are important to you, put \$100 in "Other" and use the comment box to explain. See the 2014-2018 Strategic Plan for details about the activities for each priority.**

Answered: 108 Skipped: 13



Answer Choices	Average Number	Total Number	Responses
Protect the natural environment of the Islands Trust Area	24	1,510	63
Preserve, protect and advocate for coastal shorelines and marine areas	28	1,932	69
Reduce community ecological footprints	16	670	41

Protect quality and quantity of water resources	22	1,362	61
Enhance (protect / restore) community character, socio-economic diversity and economic sustainability	22	1,110	50
Strengthen relations with First Nations	13	465	35
Improve organizational cost effectiveness and resilience	15	505	33
Improve co-operation and integration with other levels of government	17	545	32
Improve community and agency understanding and support of the Islands Trust	10	233	23
Improve community engagement and participation in Islands Trust work	15	468	31
Other priorities (explain in comment below)	74	2,000	27
<b>Total Respondents: 108</b>			

### Q3 If you allocated money in the "other" row in Question 2, please specify.

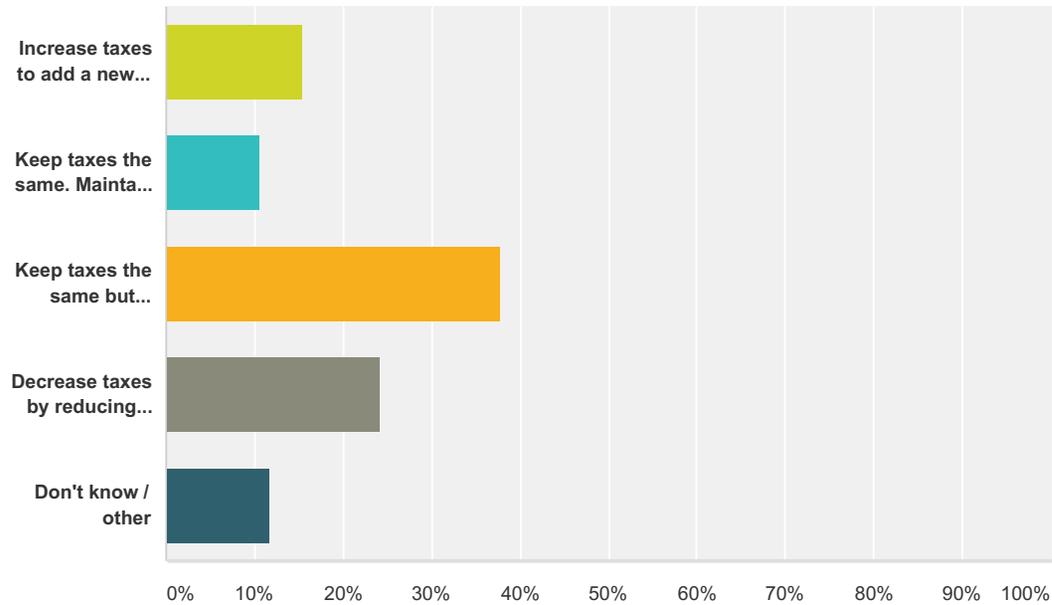
Answered: 26 Skipped: 95

#	Responses	Date
1	Other priorities would be to any of the issues listed above as . My issue is that funds need to be allocated to the critical area of protection of the marine environment.	2/16/2016 3:47 PM
2	The Islands Trust is an unnecessary bureaucracy, providing NO services to Bowen Island that aren't available through Metro GVRD, the province or municipal departments. (This includes all of the activities listed above.) Bowen is being taken for a ride by the Islands Trust. Obviously, as part of Metro Vancouver, our property assessments are higher than on one of the remote recreational islands. To use that as a formula is fraudulent. Money wasted on keeping the Islands Trust afloat should be used to fund our own needs, ie community centre, infrastructure, seniors housing, etc.	2/12/2016 6:11 PM
3	I would like to see the budget framed and informed by the threat of Climate Change.	2/10/2016 11:20 AM
4	help people improve their land and water transportation abilities	2/6/2016 9:30 PM
5	No further \$\$ to the Islands Trust. Bowen does not receive adequate service from them as it is.	2/6/2016 1:33 PM
6	This question assumes an increase in spending. There should be no increase in spending - not even \$100.	2/3/2016 3:15 PM
7	enforce current bylaws	2/3/2016 2:42 PM
8	I would endeavor to cut costs and waste within the organization and work towards dismantling the trust. Furthermore, If you wish to achieve some positive change for the Islands, start providing our few remaining local business with some industrial zoned properties from which they can legally operate.	2/2/2016 9:51 AM
9	The IT does not have any goals that are outside the purview of other jurisdictions, or are appropriate use of government authority. The IT serves mainly to weaken the democratic voice of taxpayers by dilution of their representation. Budget should be allocated to regional districts, or municipalities.	1/27/2016 8:12 PM
10	Preservation of historical sites, buildings, and places of importance from the past history of SSI	1/27/2016 3:58 PM
11	Put the money towards a feasibility study of becoming a incorporated community. Islands Trust has served it's usefulness but has now become an anachronism.	1/26/2016 5:50 PM
12	Construct a guardrail at the end of the wharf at New Brighton,	1/26/2016 11:04 AM
13	None of the above....\$7,000,000 can be better using third party contract studies	1/25/2016 10:31 AM
14	Invest in developing a more efficient bureaucratic support system within Islands Trust that requires fewer staff members to redirect funds and energy to develop ecological and economic resiliency in the area served by the Trust. City planning offices don't have this many people.	1/25/2016 9:16 AM
15	Currently, those paying some of the highest taxes in Eastbourne have no road maintenance to their properties. What maintenance was done along time ago, has been washed away/eroded long since. Public access to West Beach via trail/roadway is in dangerous disrepair/erosion due to neglect. Roadway washouts are continually flowing into private properties "downstream" and wreaking havoc.	1/23/2016 7:09 PM
16	Low-cost housing	1/23/2016 2:51 PM

17	If the islands trust needed \$100, their first action would be to prioritize existing budget and identify what would be delayed or cancelled to free up the a budget for new spending. Then a cost benefit / debit analysis should be undertaken on each expense to clearly define the tangible benefit. I have read much of the islands trust literature and cannot find any kind of a budget stewardship that identifies a tangible result and benefit analysis. Having meetings and fostering a culture is an activity and not a result. Before requesting additional funding regulatory public bodies should look internally through prioritization to free up funds.	1/23/2016 6:00 AM
18	back to taxpayers as admin cost exceed value of work being done	1/22/2016 9:11 PM
19	Grants for activities and projects to enhance economic sustainability of the islands and residents that enable people to make a living and employ others so the islands can remain a place to both live and work for those who choose to.	1/22/2016 8:58 PM
20	creating long lasting career jobs.	1/22/2016 8:32 PM
21	Bridge study	1/22/2016 8:13 PM
22	-100 do not waste it on dog care!	1/22/2016 7:48 PM
23	\$100 - give it back to the islanders (don't take it off them in the first place) Close down the Islands Trust - a 4th level of bureaucracy the islands does not need. Unwind whatever Provincial legislation set it up and amalgamate a small department within our existing 3rd CRD level of government. After 40 years it is clear that it these islands are already adequately protected and that nothing of real value has come out of the Islands Trust (apart from for those lucky enough to benefit from its jobs, nice packages, medical, dental, and those little extras that most islanders needing to work for a living can only dream of).	1/22/2016 3:38 PM
24	Get rid of island trust	1/22/2016 3:21 PM
25	Bylaw enforcement. How much planning can one do - seems like it was useful for a number of years, but what is the point of having a bunch of bylaws if they are by and large ignored?	1/22/2016 2:03 PM
26	Waste/recycling	1/22/2016 1:58 PM

### Q4 Thinking about the Islands Trust budget, which of the following budget principles do you support? [SELECT ONE and please explain your choice]

Answered: 103 Skipped: 18



Answer Choices	Responses
Increase taxes to add a new program or improve / increase existing services or programs (e.g. more advocacy, more bylaw enforcement or new long term planning to adapt to changes in the Islands Trust Area)	15.53% 16
Keep taxes the same. Maintain staffing, services and programs at current levels.	10.68% 11
Keep taxes the same but decrease spending in some areas while increasing spending in other areas.	37.86% 39

Decrease taxes by reducing services and programs from current levels.	24.27%	25
Don't know / other	11.65%	12
<b>Total</b>		<b>103</b>

#	Please explain your choice. In which areas would you reduce or increase spending?	Date
1	Stop the mega projects	2/17/2016 7:24 PM
2	Protection requires long term commitment	2/17/2016 4:59 PM
3	While co-operation with other governmental levels is important, it can be exhausting. Spending too much time on it can remove energy from areas of actual impact such as preserve, protect and adapt.	2/17/2016 10:41 AM
4	Spend less time and money for ideological visions.	2/16/2016 9:07 PM
5	I think enforcement of shellfish industry is poor at best. We need more resources to help educate and enforce laws that are already on the books.	2/16/2016 6:25 PM
6	Increase taxes, if necessary, to have a robust commitment to marine protection.	2/16/2016 3:48 PM
7	More spending on addressing effective climate action policies and land-use bylaws. Less spending on organizational programs and processes e.g. moving Island Trust office	2/15/2016 7:53 AM
8	All areas - your costs are way too high	2/14/2016 6:11 PM
9	Reduce staffing and administrative costs. Eliminate ALL so-called services/activities that can be carried out by other levels of government. Eliminate regulatory authority related to land use, land development, etc. This should be handled by local Bowen agencies.	2/12/2016 6:17 PM
10	Tired of paying more taxes every year, time to manage expenses and allocate spending better.	2/12/2016 4:57 PM
11	I believe in spending more to protect and improve our local environment.	2/12/2016 8:18 AM
12	Specific amounts in the budget always appear to be similar year after year. The budget should include increased funding for marine issues and allocations to keep our ISLAND environmentally healthy as well as the ocean shores and waters.	2/11/2016 10:56 PM
13	More money available for improving Maritime protection and enforcing marine protection bylaws	2/11/2016 1:58 PM
14	Islands Trust is an unnecessary fourth level of government for which we receive little to no valuable service.	2/10/2016 5:32 PM
15	I don't have an intimate knowledge of all areas of spending. I do know how inefficient government spending can be so I would suggest treating all endeavours as one would treat their own business. Reduce spending on impossible projects such as social and economic engineering which accomplishes nothing and be thrifty in a wise way on expenditures. Easy to say , harder to do.	2/10/2016 2:46 PM
16	More resources to better address looming crises of relations with First Nations, management of marine and coastal areas within Trust area.	2/10/2016 2:11 PM
17	We are surrounded by water and need healthy oceans if Earth is to survive. But we also need fresh water for survival of terrestrial ecosystems. Increase spending in these areas as needed. Decrease spending where there is not an obvious need.	2/10/2016 1:57 PM

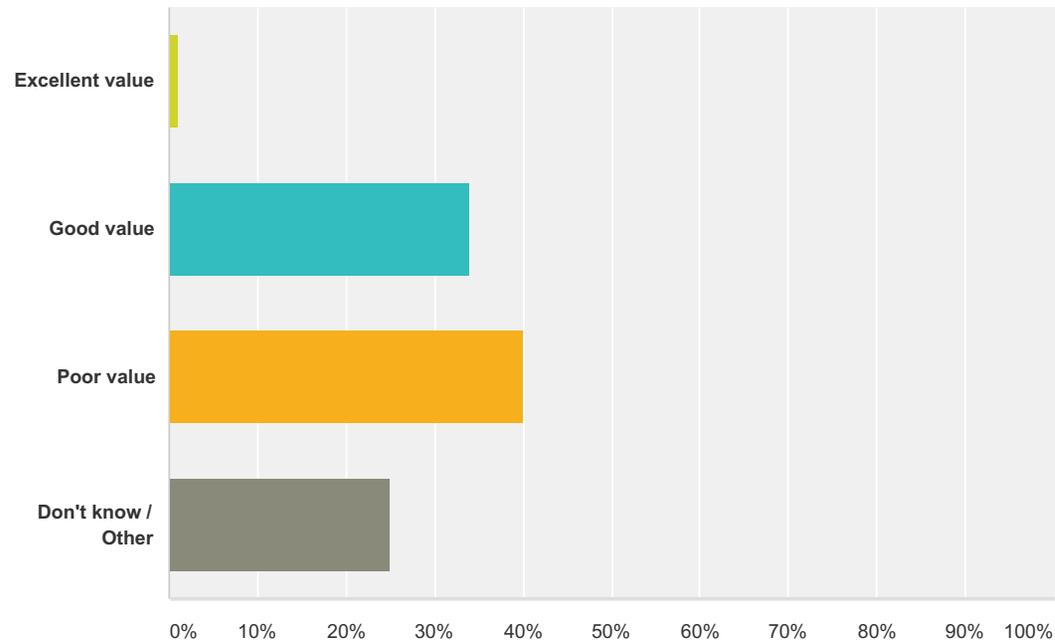
18	cost of living increases reflect a general upwards trend in the need for more money to maintain or improve services and programs. if taxation is an important means for the trust to acquire necessary funding to carry out its mandate, then i support aggressive taxation - when it is demonstrated that the mandate is being effectively executed.	2/10/2016 12:52 PM
19	we suggest reducing office budget and review other items in order too focus on the most important issue of preserving our natural environment.	2/10/2016 11:59 AM
20	We need to pump up the volume in terms of preserve and protect. Obviously, folks don't like to see taxes raised, so a clever and creative case will need to be made. Also, are there other sources of funds other than taxes? Lots of projects and initiatives are being funded through crowd funding - is this applicable to the IT. I am watching the US election carefully and noticing that younger people want to do politics in a different way - we need to look at this closely to get clues of how the IT could be "modernized."	2/10/2016 11:26 AM
21	More support and money aimed at protecting the environment	2/10/2016 10:10 AM
22	Perhaps reduce spending in committees and administration and increase spending towards conservation and nature reserves.	2/6/2016 9:41 PM
23	It's time to shift the focus from land based issues to the marine environment. Spend less on land issues and focus on marine issues.	2/6/2016 5:12 PM
24	More bylaw enforcement	2/6/2016 3:59 PM
25	Increase spending on highest priority of the Strategic Plan to 'Foster preservation and protection of the Trust Area's ecosystems', particularly coastal shorelines and marine areas. Reduce spending in areas that weren't identified as high priority in the Strategic Plan.	2/6/2016 1:47 PM
26	I vote to get out of the Islands Trust as you don't support Bowen enough and we contribute too much money for nothing.	2/6/2016 1:34 PM
27	Reduce fire fighting budget. Increase health facilities	2/3/2016 10:34 PM
28	Salaries and administrative costs should be decreased.	2/3/2016 3:19 PM
29	decrease taxes significantly and reduce payments to Trustees, office costs, consultants, legal costs, and operational costs (travel, sub contracts, studies). Focus on mandate only Interesting that 3 out of 4 choices increase or maintain current budget.	2/3/2016 2:54 PM
30	You take to much already, decrease the taxes, reduce service, and close your doors for good.	2/2/2016 9:53 AM
31	I'm fine with the current level	2/1/2016 10:24 PM
32	decrease admin. costs increase costs to preserve natural heritage	1/29/2016 7:56 PM
33	more bylaw enforcement	1/29/2016 6:17 PM
34	decrease local planning and bylaws fewer bylaws, more educational approach	1/28/2016 8:07 AM
35	Taxation level is not the issue. Extra layer of government is.	1/27/2016 8:24 PM
36	It is getting to large a bureacratic structure. The current representation system to Ssl is not fair. Funding should be on a per capita basis	1/27/2016 4:05 PM
37	You can't ( or won't ) enforce the bylaws you have now! The rest is just platitudes.	1/26/2016 6:01 PM
38	of course I don't want taxes to increase but don't know enough about the Trust budget to contribute to this question	1/26/2016 2:23 PM
39	Look for ways to increase efficiency in administration and increase spending on protecting the fragile island ecosystems.	1/26/2016 12:35 PM
40	We receive no value for our tax rate.	1/25/2016 2:57 PM
41	Increase spending in relation to walking trails, waste management, bylaw enforcement and economic development. Decrease spending in relation to compensation paid to Island Trustees that are NOT available to work on EVERY Agenda item FULL TIME...if you recuse your self then you should not get paid.	1/25/2016 1:42 PM

42	The environmental studies can be done cheaper by one off contract studies and far too much is spent on Victoria Adm and Governance.	1/25/2016 10:33 AM
43	I'd support a slight increase to address First Nations relationships and / or to find ways to have greater environmental protection for the Trust area (not sure what this would be; so i guess the first step is figuring that out. I'm thinking primarily of marine issues -- tankers traffic, anchorages, shipping safety of all kinds, and increasing industrial use of all kinds).	1/25/2016 9:47 AM
44	Decrease taxes as not near the amount of development is happening in the gulf islands as it used to be. The Trust tools are land use planning and Official Community Plans. The gulf islands are in recession and the Trust is doing nothing to see where community planning could help, instead they continue trying to stop development that isn't happening.	1/24/2016 4:28 PM
45	Decrease administrative costs and reduce expensive staffing costs to decrease taxes. Our taxes are much too high to be affordable by so many people.	1/24/2016 10:20 AM
46	increase public awareness of the Islands Trust Mandate, and do more to communicate accomplishments.	1/24/2016 6:11 AM
47	Budgets need to be cut, particularly in terms of administration costs.	1/23/2016 8:35 PM
48	Creating a "Dangerous Dog" bylaw when there are other priorities seems ludicrous - as we have fallen under the SCRD bylaws in this area previously. Assessments have risen yet there seems to be NO improvement in basic services for example: safe, well maintained roadways. Dumping oil for dust management is NOT maintenance. Again, owners trying to manage heavy runoff from public roadways that is damaging their private property. Concerns of commercial ventures in residential areas. Example: Wave/Electric Machine off West Beach in Eastbourne, Keats Island.	1/23/2016 7:24 PM
49	Increase spending on low-cost housing for those who actually work here at low-income or seasonally-affected jobs.	1/23/2016 3:03 PM
50	Spending is always flexible as priority issues are solved. Residents are already taxed to the limit. Note I said residents, meaning full time 1 home owner island residents, not 2 property vacationers. The Trust is going to have to show more interest in the former, and within that context, the important things will also be improved for the latter. This would cover off the things that make the island function in a way that attracted part timers in the beginning!	1/23/2016 10:26 AM
51	assuming current budget choices are valid and have been refined over the long term, thus in order to increase effectiveness in advocacy and planning due to increasing development / population / environmental pressures would mean expanding services and thus increasing taxes	1/23/2016 9:50 AM
52	26% on administrative costs is too high. Move the offices to an underused community that is less expensive. Review staffing closely.	1/23/2016 9:06 AM
53	Until the Trust can justify on a cost benefit analysis the tangible benefit of new initiatives no new funding should be approved. IT should be taking a zero based budget approach to developing a their budget - identify budget item cost benefit, tangible deliverable, prioritize and undertake the key activities that have the biggest impact. This survey should also ask the question if one wanted to save \$100, what would you cut. Does the IT ever consider reducing budget.	1/23/2016 6:09 AM
54	Too much is spent complaining, then researching complaining. Dog sitting? Give me a break.	1/23/2016 5:20 AM
55	Less 'talking about issues, studying issues' more doing something about issues. Stop with surveys, too much languaging to impress, and meeting to re-discuss.	1/23/2016 12:15 AM
56	reduce spending by taking away the money that is being wasted. stop making new rules. started removing bylaws that cause money to be wasted	1/22/2016 9:27 PM
57	Start from scratch, re-invent the Islands Trust and rebuild it on paper from the ground up. What truly is it's function and how can we stay true to just the core of that function.	1/22/2016 9:11 PM
58	Making the area more job creation friendly.	1/22/2016 8:35 PM
59	need more and better long term planning...to preserve the nature and character of the islands but also to provide needed services, attainable housing and make life on the islands more sustainable.	1/22/2016 8:25 PM
60	reduce spending on dog care regulations as more important priorities	1/22/2016 7:50 PM

61	reduce paperwork and bureaucracy, streamline projects	1/22/2016 5:12 PM
62	Abolish Islands Trust. Amalgamate as an environmental department (educational) within CRD level of government. This would save duplication and plenty of money.	1/22/2016 3:43 PM
63	With 21st century communications, travel to distant meetings shouldn't be necessary. Teleconferencing, skype, etc. should be used more to reduce operations costs.	1/22/2016 3:22 PM
64	Less on administration. Seems for out of proportion to budget income.	1/22/2016 2:17 PM
65	Reduce where necessary to increase bylaw enforcement.	1/22/2016 2:09 PM
66	Less planning \$. Admin seems high at 1.7m. If Saltspring gets out perhaps the Island Trust should fold and we can join with our respective regional districts. Having multiple levels of government for such small islands has been mostly ineffective rather than synergetic.	1/22/2016 2:05 PM
67	It's difficult to justify this choice as I don't actually know what money is spent on now. In 2016 fiscal transparency is crucial. I hear overall budget figures but I don't see improvements or examples of how the IT is using this money	1/22/2016 2:03 PM
68	As we have yet to see any improvements or decisions on anything that affects our community from this new trust I feel ripped off as a taxpayer!	1/22/2016 2:01 PM
69	Islands Trust already tries to exceed its mandate. They should remain at most a land use organization and that use should be dictated by environmental concerns	1/22/2016 1:54 PM
70	You've got to be kidding . Our taxes increased aprox 13% there is no reason that our taxes should have gone up . We are still driving on a gravel road . ( the method to solve pot holes in our area . ) they laid down tar and gravel . Good gracious !	1/22/2016 1:52 PM
71	Mapping should be done by now bylaw enforcement not really applicable to Bowen	1/22/2016 1:51 PM

**Q5 Approximately 19 % (\$1.4 million) of the Islands Trust budget pays for Trust-wide functions such as land conservation, communications, advocacy and policy-development. How much value for your tax dollars do you think you receive for this portion of the budget? (SELECT ONE and please explain your choice)**

Answered: 100 Skipped: 21



Answer Choices	Responses
Excellent value	1.00% 1
Good value	34.00% 34

Poor value	40.00%	40
Don't know / Other	25.00%	25
<b>Total</b>		<b>100</b>

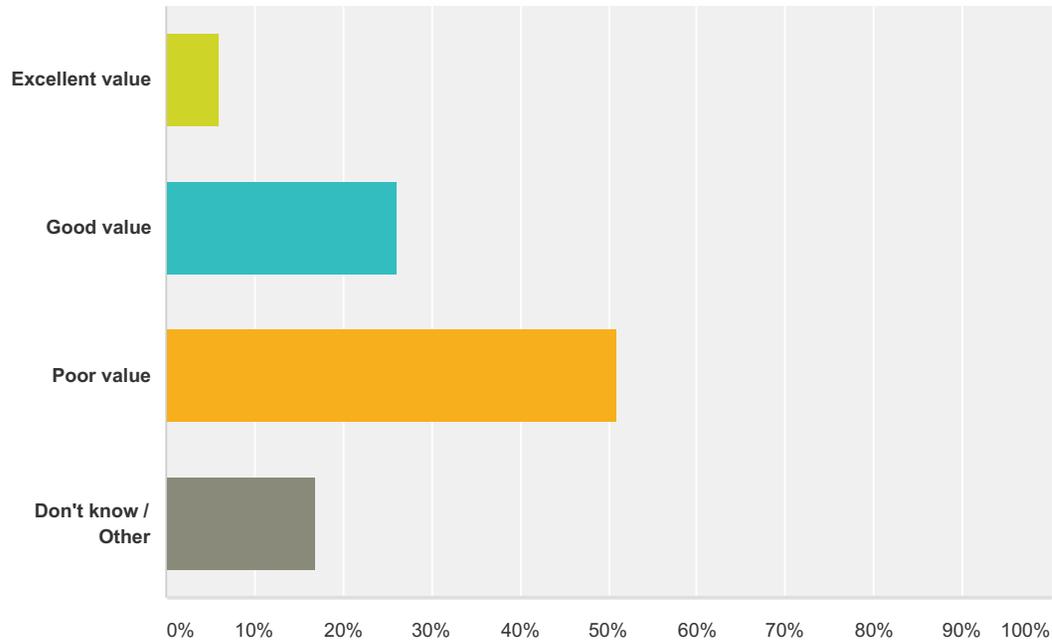
#	Please explain your choice	Date
1	I'd like to see more effective land & shoreline conservation	2/17/2016 4:59 PM
2	not all good choices of projects, so not excellent	2/17/2016 11:17 AM
3	more for conservation less for the rest	2/17/2016 10:41 AM
4	The Islands Trust is a blown up top heavy construct past all practicality. The endless tangled pages of rules and regulations are like a dense jungle for which nobody has a map. Slim it down to something reasonable and practical. It is not working.	2/16/2016 9:07 PM
5	Trust-wide programs are important in addressing the broader Trust legislated provincial mandate to preserve and protect the Trust area	2/15/2016 7:53 AM
6	Bowen derives no value from Islands Trust	2/14/2016 6:11 PM
7	reasonable	2/14/2016 5:46 PM
8	I don't agree with the non-proportional proposal that would see Bowen fees for Island Trust services increase by almost 20% while other member jurisdictions are kept at zero.	2/14/2016 3:40 PM
9	Bowen Island does not need these services from the Islands Trust. Where relevant, they can be provided by other agencies. The Islands Trust is an unnecessary layer of bureaucracy, which Bowen should not have to fund.	2/12/2016 6:17 PM
10	The general population does not support the Islands Trust because they don't see any concrete results. Improve communication!	2/12/2016 8:18 AM
11	The 1.4 million is spread across all the trust islands. How does the 'little' island compete for funding vs. the 'big' island. If Salt Spring Is. was no longer in the Trust, will the same \$1.4 million be reallocated to increase funding to the remaining trust islands? or would there just be a large reduction to all islands? Some Islands have no further need to keep acquiring conservation lands, perhaps it is time to allocate funds to the marine issues of islands.	2/11/2016 10:56 PM
12	Good value for land conservation. Marine conservation needs much more aggressive policies , -given the deplorable state of our oceans and waterways	2/11/2016 1:58 PM
13	From what I have seen on Denman Island I would say that funds are spent in a positive and constructive manner and represent good value.	2/10/2016 2:46 PM
14	Don't see much evidence of this function, but that doesn't mean it isn't happening...	2/10/2016 2:11 PM
15	Protection of marine habitat is not given enough attention	2/10/2016 1:42 PM
16	Policy development should have been concluded years ago. we do not think it should be receiving the money assigned to it.	2/10/2016 11:59 AM
17	Being up at the north of the IT area, the general work of the IT is not so explicitly visible.	2/10/2016 11:26 AM
18	I do not think they have been forceful in dealing with other levels of government when it comes to protecting our waters and shores..the fish farming for one, the lack of enforcing by-law infractions and the failure to deal with lease holders unlawful practices	2/10/2016 10:10 AM
19	I'm a simple type of person, and I much appreciate knowing where I'm allowed to walk on public land.	2/6/2016 9:41 PM
20	Marine conservation needs to be a priority and would be excellent value.	2/6/2016 5:12 PM

21	I do not see communications that increase understanding and support for the Trust. I continue to see approval of more sub-divisions and "development" rather than protection of nature and commitment to the OCP.	2/6/2016 3:59 PM
22	We don't hear much about Islands Trust on Bowen and our last trustee was a developer who has a record of environmental infractions in development	2/5/2016 10:56 AM
23	The Trust does a good job	2/3/2016 10:34 PM
24	I am sure that some cost cutting could be done here.	2/3/2016 3:19 PM
25	Stop funding Trust Fund. If it is a "valuable" entity then it should be able to support itself as do other Land Trusts. Advocate for mandate issues only, not ferry fares, or community matters.	2/3/2016 2:54 PM
26	You provide us with nothing of value and make it more difficult for us to use our lands purchased with our hard earned money.	2/2/2016 9:53 AM
27	land conservation should be the mandate of volunteer conservancy groups to research, educate, and encourage Islander participation	1/28/2016 8:07 AM
28	I understand the IT spends money quite frugally, but I question the founding principle that the 'islands' require different government structure. It reduces effectiveness of our representatives.	1/27/2016 8:24 PM
29	Inpersonally receive very little value. Advocacy and policy-development are not my priorities. Communication is very poor on SSI. Decsions are made to please the vocal.	1/27/2016 4:05 PM
30	It is all platitudes, nothing really practical. Smoke and mirrors by a bunch of hypocrites.	1/26/2016 6:01 PM
31	The Islands Trust Fund does good work with limited staff and budget to try to protect sensitive ecosystems. I have had no experience with the other three mentioned functions. They are all rather vague.	1/26/2016 12:35 PM
32	What is being done other than emails?	1/25/2016 2:57 PM
33	I feel I receive poor value based on the past 5 or 6 months of total lack of achieving anything in relation to the Waste Management issue where 2 Commissioners actively oppose what is trying to be achieved in relation to an essential service in Pender Island.	1/25/2016 1:42 PM
34	I think better coordination between local and "central" would improve effectiveness. I hear of things being done by Trust Council or its committees or staff in Victoria but don't always see this filtering down to the local level.	1/25/2016 9:47 AM
35	Decrease taxes as not near the amount of development is happening in the gulf islands as it used to be. The Trust tools are land use planning and Official Community Plans. The gulf islands are in recession and the Trust is doing nothing to see where community planning could help, instead they continue trying to stop development that isn't happening.	1/24/2016 4:28 PM
36	These are all good things to spend money on but more environmental programmes would be better.	1/24/2016 10:20 AM
37	Better communication, should be a priority, I am a summer resident and sometimes feel left out because of the lack of communication.	1/24/2016 6:11 AM
38	A waste of taxpayers' dollars	1/23/2016 8:35 PM
39	We believe that personal agenda of (REDACTED) is in direct conflict with his "REDACTED Island Conservation Group." How are we to trust this individual when he has continually refused to disclose his meetings and agendas when proposing plans for our local community 33 acre park. When the rest of thecommunity is asking for information and (REDACTED) refused to answer and storms away from more than 20 people asking for clarification? How is this allowed?	1/23/2016 7:24 PM
40	Too much spent on just talk, talk, talk	1/23/2016 3:03 PM
41	I consider this to be a primary function of the trust.	1/23/2016 9:50 AM
42	See comment in #4 Reduce Admin costs.	1/23/2016 9:06 AM

43	Too much spent.	1/23/2016 5:20 AM
44	Your questions are purposefully abusive. What possible good will these answers do fit offering better service?	1/23/2016 12:15 AM
45	why do you need to spend on something that has already been done	1/22/2016 9:27 PM
46	In the year I have lived here I have received ZERO communication regarding the Island Trust, what you do, who you are, what your plans are or anything. A note on a bulletin board is not enough, reach out, make people know what all of you are doing because I do not know, thus I see no value.	1/22/2016 9:11 PM
47	15% would be a fair budget	1/22/2016 7:58 PM
48	Wrong priorities	1/22/2016 7:50 PM
49	All this environmental info and advocacy is second nature to most people. The Islands Trust seems an ineffective way to duplicate and waste taxpayers' money.	1/22/2016 3:43 PM
50	I think most of island trust is rubbish	1/22/2016 3:23 PM
51	"Policy development" sounds like a catch-all phrase to be equated with "none of the above"; same with "advocacy", without naming advocacy of what. The Trust has become insular and it becomes harder for its supporters to counter negative comments and perceptions in the community about how the budget is spent, even when its stated purpose/goal is supported.	1/22/2016 3:22 PM
52	I think the trust has been effective in providing a voice to address transportation access to the island (Ministry of Transportation and BC Ferries) as well as put forward the concerns of increased tanker traffic as being put forward by the current government.	1/22/2016 2:57 PM
53	See above	1/22/2016 2:03 PM
54	I don't see the money as well spent.	1/22/2016 1:54 PM

**Q6 About 55% (\$3.9 million) of the Islands Trust budget pays for the work of local trust committees such as land use planning, public meetings, development applications, zoning and bylaw enforcement. How much value for your tax dollars do you think you receive for this portion of the budget? (SELECT ONE and please explain your choice)**

Answered: 100 Skipped: 21



Answer Choices	Responses
Excellent value	6.00% 6

Good value	26.00%	26
Poor value	51.00%	51
Don't know / Other	17.00%	17
<b>Total</b>		<b>100</b>

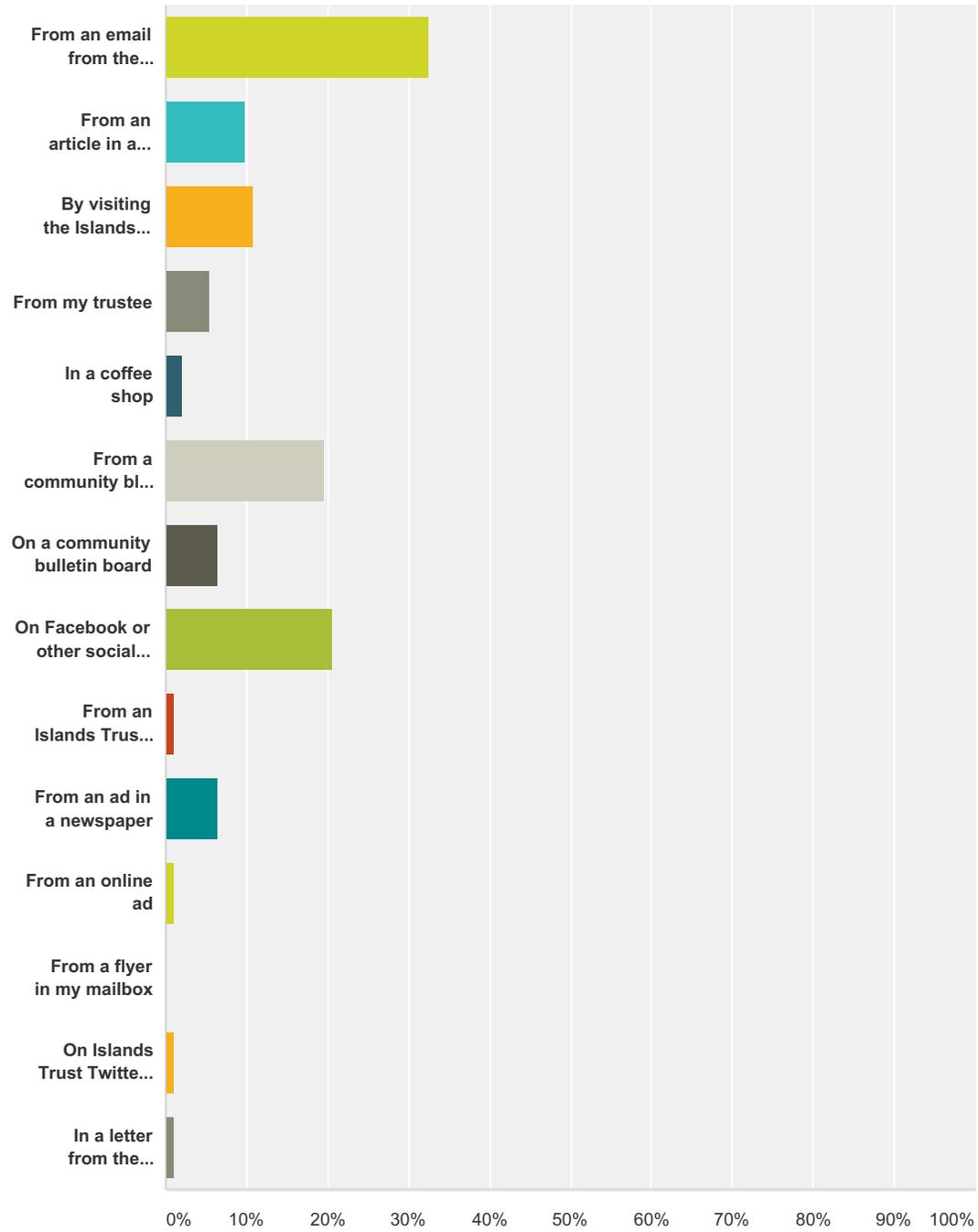
#	Please explain your choice	Date
1	Adequate	2/17/2016 4:59 PM
2	What bylaw/law enforcement is there? Hello Mr. Conconi!	2/17/2016 11:17 AM
3	not in the loop as much any more	2/17/2016 10:41 AM
4	Public meetings often give way to the loud screamers, we have seen high headed Trust employees, who disregard proven facts at their will. This renders the public meeting pseudo and nothing but an approach to suggest the public is being heard, which it all too often isn't. On the other hand the Islands Trust mandate is clearly defined and mostly doesn't need the public's opinion.	2/16/2016 9:07 PM
5	MORE SHOULD BE SPENT ON ACTUAL WORK BEING DONE..LESS ON MEETINGS	2/15/2016 3:00 PM
6	Bowen derives no value from Islands Trust	2/14/2016 6:11 PM
7	par for the course	2/14/2016 5:46 PM
8	Islands Trust has very little oversight on Bowen Land-Use Planning matters and generally approves every OCP and Land-Use Bylaw Amendment put forward by Council. A redundancy.	2/14/2016 3:40 PM
9	Bowen Island does not need these services from the Islands Trust. Where relevant, they can be provided by other agencies. The Islands Trust is an unnecessary layer of bureaucracy, which Bowen should not have to fund	2/12/2016 6:17 PM
10	People do not notice value for their money	2/12/2016 8:18 AM
11	Our current LTC appears to be somewhat dysfunctional.	2/11/2016 7:03 PM
12	see above	2/11/2016 1:58 PM
13	Given the vast area and number of projects and legal hassles, etc. I would say the sum is reasonable.	2/10/2016 2:46 PM
14	Our local committee is NOT enforcing zoning and bylaws in relation to shore and marine areas within the Trust area, specifically in Baynes Sound. There, the shellfish industry seems to be under no discernible control and certainly doesn't respect IT zoning or bylaws.	2/10/2016 2:11 PM
15	I have a lot of confidence in our trustees who take their positions very seriously. However, not convinced that bylaw enforcement (ie noise bylaw) gets much attention.	2/10/2016 1:57 PM
16	Enforcement of current bylaws is poor. Islands Trust generally only prosecutes cases it is fairly certain it will win. Perhaps we would be better off without islands Trust and implement a municipal governance.	2/10/2016 12:45 PM
17	Development applications seem to eat up too much funding. Too much bureaucracy making unimportant regulations.	2/10/2016 11:59 AM
18	I like the "intimacy" of having a LTC. They are approachable and responsive. I admit to not having time to go to very many LTC mtgs, but I know it's in good hands.	2/10/2016 11:26 AM

19	In some respects very effective but as I have mentioned , the area of by-law enforcement is very poor. I have spoken with the by-law enforcement gentleman and he said that they have no success in dealing with the First Nations infractions for example.	2/10/2016 10:10 AM
20	I'm new to understanding these things.	2/6/2016 9:41 PM
21	It would be excellent value if our LTC "did" more ie protected our foreshore and surrounding waters with actions instead of advocacy.	2/6/2016 5:12 PM
22	I feel that the present trustees do not sufficiently respect the public. They give the impression that " they know best" and public consultations are more just going through the motions.	2/6/2016 3:59 PM
23	Too little bylaw enforcement	2/3/2016 10:34 PM
24	I am sure that some cost cutting could be made here.	2/3/2016 3:19 PM
25	Most LTC meetings are a waste of time or contain errors so they have to be repeated. Close to half of the decisions don't reflect communities wishes. Most staff reports are biased towards development (increasing tax base). Minutes of meeting are so obscure and lack detail, that the public cannot get any real sense of what happened during the meeting.	2/3/2016 2:54 PM
26	The Trust is a waste of time.	2/2/2016 9:53 AM
27	Need greater accountability of local trust committees to keep admin. costs reasonable	1/29/2016 7:56 PM
28	lack of economic vitality can be attributed to poor land use planning	1/28/2016 8:07 AM
29	I don't think the IT is doing a bad job, but it should be local. I don't see the 'islands' as an area of shared interests justifying a separate layer of government, as opposed to RD.	1/27/2016 8:24 PM
30	Land use planning satisfactory, the rest is staff oriented and as such consumes most of th money by salaries	1/27/2016 4:05 PM
31	Generally good, but one of our Trustees keeps excusing himself from meetings on the grounds of "conflict of interest", usually spurious. This means that only one of our Trustees is really contributing to meetings.	1/26/2016 12:35 PM
32	Too much \$\$ spent on administration	1/25/2016 2:57 PM
33	I feel I get poor value as many of the Local Trust Committee meetings just seem to spin their wheels and accomplish nothing in a reasonable time frame.	1/25/2016 1:42 PM
34	Would like to see more energy for innovation in local planning.	1/25/2016 9:47 AM
35	Head Planners are fairly arrogant in telling people what they think the community plan says rather than what the community that made the plan think it says.	1/24/2016 4:28 PM
36	Very few people attend our public meetings. A large number of paid staff come and that is a waste of tax payers money. Bring a recording device and have staff transcribe meetings or have a volunteer from the island take minutes. Spending money on zoning is a complete waste because there is no bylaw enforcement on our island.	1/24/2016 10:20 AM
37	Again, lack of communication, most summer residents, have a very limited idea what the trust does. We don't know our areas of success and initiatives that may have failed.	1/24/2016 6:11 AM
38	A waste of taxpayers' dollars	1/23/2016 8:35 PM
39	Concerned residents of Eastbourne have tried repeatedly to ask for informantion in regards to changing bylaws and land use changes for our 33 acre park to no avail from (REDACTED). We believe (REDACTED) has modified by-laws for his own personal gain.	1/23/2016 7:24 PM

40	see above So 55% + 19% = 74% is basically spent on unproductive. activities which bureaucratise, regulate, communicate and enforce, rather than on concrete initiatives which could provide amenities for communities, such as low-cost housing, safe pedestrian paths alongside roads. What can the Islands Trust point to that has actually, concretely made Pender Island better place to live for the average person/family?	1/23/2016 3:03 PM
41	Bylaw enforcement is a farce! Hence so goes planning that tax dollars were spent on--reducing value for \$. Perfect example---short term vacation rentals. The plan seems to be do what you like and catch me if you can---or care.	1/23/2016 10:26 AM
42	This is too much, of course, ( nobody likes administration and paperwork?) but I agree it has to be done and is a necessary function of the trust.	1/23/2016 9:50 AM
43	I value the work of our local trust committee.	1/23/2016 9:06 AM
44	Way over budget for these things!	1/23/2016 5:20 AM
45	See above answer	1/23/2016 12:15 AM
46	the biggest misuse of funds. stream line the system. yes lets have a ton of paper work and many more hearings. lets hire more people to over see more people	1/22/2016 9:27 PM
47	Like the previous answer. In the year I have lived here I have received ZERO communication regarding the Island Trust, what you do, who you are, what your plans are or anything. A note on a bulletin board is not enough, reach out, make people know what all of you are doing because I do not know, thus I see no value. All I know is what people say.	1/22/2016 9:11 PM
48	Recent expenditures on dog sitting bylaw was and continues to be a waste of funds and resources.	1/22/2016 8:35 PM
49	too much paid for administrative duties	1/22/2016 7:58 PM
50	Wrong priorities	1/22/2016 7:50 PM
51	constant turnover of planners makes applications take much, much longer than should be required. trust should work with applicants, not obstruct the process	1/22/2016 5:12 PM
52	Still trying to work out exactly where the value lies. (Like much of the islands population).	1/22/2016 3:43 PM
53	It takes an inordinate amount of time, money and staff resources to deal with land-use applications and approvals.	1/22/2016 3:35 PM
54	They don't care about people trying to help a community	1/22/2016 3:23 PM
55	My personal experience has been to see lack of enforcement of bylaws.	1/22/2016 2:57 PM
56	See above	1/22/2016 2:03 PM
57	The current trustees seem a bit lost.	1/22/2016 1:54 PM
58	We do our own planning and bylaw enforcement	1/22/2016 1:51 PM

**Q7 How did you hear about this survey?  
(You can select more than one answer)**

Answered: 92 Skipped: 29



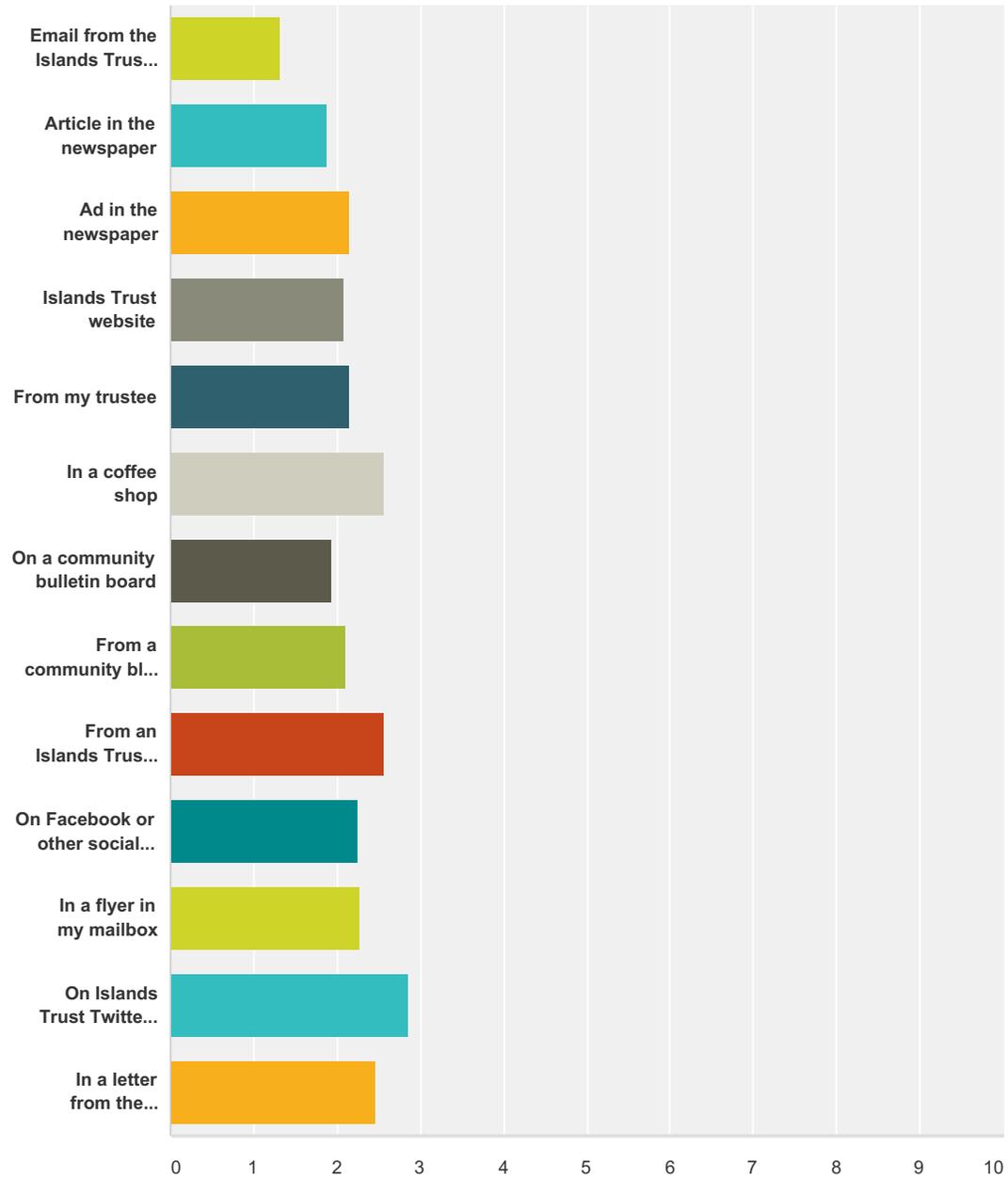
Answer Choices	Responses
From an email from the Islands Trust (through subscriber notice)	32.61% 30
From an article in a newspaper	9.78% 9
By visiting the Islands Trust website	10.87% 10
From my trustee	5.43% 5
In a coffee shop	2.17% 2
From a community blog or website (non-Islands Trust)	19.57% 18
On a community bulletin board	6.52% 6
On Facebook or other social media	20.65% 19
From an Islands Trust staff member	1.09% 1
From an ad in a newspaper	6.52% 6
From an online ad	1.09% 1
From a flyer in my mailbox	0.00% 0
On Islands Trust Twitter channel	1.09% 1
In a letter from the Islands Trust	1.09% 1
<b>Total Respondents: 92</b>	

#	Other (please specify)	Date
1	From Bowen Island Municipality	2/14/2016 6:13 PM
2	from a recent DIRA meeting on Denman.	2/11/2016 11:07 PM
3	From local ADIMS -Denman Marine stewardship	2/11/2016 2:01 PM
4	email from friend	2/10/2016 2:15 PM
5	Email from another organization	2/10/2016 2:00 PM
6	e-mail from an advocacy group	2/10/2016 11:28 AM
7	From our local marine stewards	2/10/2016 10:12 AM
8	From a friend.	2/10/2016 8:26 AM
9	From a friend.	2/6/2016 5:15 PM

10	On Bowen's Municipal website	2/6/2016 1:36 PM
11	Driftwood	2/3/2016 10:36 PM
12	From the Driftwood	2/3/2016 3:23 PM
13	Word of mouth	1/23/2016 6:12 AM

**Q8 How do you like to receive information from Islands Trust? Please indicate your first, second and third preference or let us know if you prefer another method not listed below.**

Answered: 95 Skipped: 26



	First	Second	Third	Total	Weighted Average
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Email from the Islands Trust (through subscriber notice)	<b>79.66%</b> 47	<b>10.17%</b> 6	<b>10.17%</b> 6	59	1.31
Article in the newspaper	<b>37.21%</b> 16	<b>37.21%</b> 16	<b>25.58%</b> 11	43	1.88
Ad in the newspaper	<b>22.73%</b> 5	<b>40.91%</b> 9	<b>36.36%</b> 8	22	2.14
Islands Trust website	<b>18.92%</b> 7	<b>54.05%</b> 20	<b>27.03%</b> 10	37	2.08
From my trustee	<b>28.00%</b> 7	<b>28.00%</b> 7	<b>44.00%</b> 11	25	2.16
In a coffee shop	<b>0.00%</b> 0	<b>42.86%</b> 3	<b>57.14%</b> 4	7	2.57
On a community bulletin board	<b>45.00%</b> 9	<b>15.00%</b> 3	<b>40.00%</b> 8	20	1.95
From a community blog or website (non Islands Trust )	<b>30.00%</b> 6	<b>30.00%</b> 6	<b>40.00%</b> 8	20	2.10
From an Islands Trust staff	<b>11.11%</b> 1	<b>22.22%</b> 2	<b>66.67%</b> 6	9	2.56
On Facebook or other social media	<b>20.83%</b> 5	<b>33.33%</b> 8	<b>45.83%</b> 11	24	2.25
In a flyer in my mailbox	<b>27.27%</b> 6	<b>18.18%</b> 4	<b>54.55%</b> 12	22	2.27
On Islands Trust Twitter channel	<b>0.00%</b> 0	<b>14.29%</b> 1	<b>85.71%</b> 6	7	2.86
In a letter from the Islands Trust	<b>16.67%</b> 4	<b>20.83%</b> 5	<b>62.50%</b> 15	24	2.46

#	Other (please specify)	Date
1	I do not need to hear from Islands Trust	2/14/2016 6:13 PM
2	Flagstone, grapevine, island tides	2/10/2016 1:44 PM
3	Where communication is basically free, use it.	1/23/2016 10:29 AM
4	should not have to hear from you.	1/22/2016 9:31 PM
5	I'd prefer not to get any of it (like you're closed down) There is too much meaningless noise. Life is too short.	1/22/2016 3:51 PM
6	I find the lack of communication from our trustees is a big problem. The only time I hear or see them is at a trust meeting.	1/22/2016 2:03 PM
7	Through friends	1/22/2016 1:55 PM

## Q9 Is there anything else you would like to tell Trust Council about its proposed 2016-2017 budget or about your experience with this public consultation?

Answered: 48 Skipped: 73

#	Responses	Date
1	Keep it simple.	2/17/2016 7:25 PM
2	when making decisions, remember the point behind Islands Trust. be the guardians.	2/17/2016 10:43 AM
3	Not enough detail about the budget or its major new spending projects. This survey is quite inadequate in assessing informed public opinion	2/15/2016 7:58 AM
4	A ten percent increase in the Bowen share of management expenses is outrageous. Bowen derives little to no benefit from Islands Trust	2/14/2016 6:13 PM
5	keep up the good work	2/14/2016 5:47 PM
6	I submitted a letter for consideration at the Finance Committee Meeting February 17th. Proportional costs for services. Thank you	2/14/2016 3:44 PM
7	Bowen Island does not need the Islands Trust and our taxpayers should not bear the brunt of your funding. The proposed raise is plain blackmail.	2/12/2016 6:21 PM
8	Keep up the good work	2/12/2016 8:45 AM
9	I feel it is time the Islands Trust Budget gave significant recognition to the MARINE issues of Denman Island as well as other islands in the Trust. As residents we have been working diligently to keep our oceans, foreshores and beaches clean and environmentally healthy. But Island Trust has not allocated sufficient funding to assist in any long term or upgrade in maintaining our ocean healthy and shores. The Province of BC sees the future of our oceans and shores and 'money makers' for the Province, selling beach fronts to the shell fish industry, industrializing beaches and bays by the demands of first nations to establish fish farms, that are not permitted within the Islands conservation water areas. There is a need to allocate Funds and to 'regulate' our marine waters, ocean fronts, and beach front areas. We need to protect our waters from derelict boat owners just dumping off unwanted vessels, for them to sink offshore and leave our waters and beaches polluted.	2/11/2016 11:07 PM
10	Please allocate budget funds to marine protection and preservation	2/11/2016 2:01 PM
11	It concerns me that there is nothing allocated for conservation and protection of island shores and marine environments.	2/10/2016 7:12 PM
12	The Marine Ecosystem is degrading and needs some funds and proactive remediation.	2/10/2016 2:54 PM
13	The Trust seems to have lost site of the need for careful stewardship of its marine / coastal areas. Which is a little ironic and more dangerous for a collection of islands.	2/10/2016 2:15 PM
14	We are islands. We should be doing more, focussing more on protecting marine habitat!	2/10/2016 1:44 PM
15	Public consultation in the form of meetings seem unimportant because so often one person( group) takes up time niggling.	2/10/2016 12:04 PM
16	Allow increased budget for marine stewardship	2/10/2016 10:31 AM
17	Please put more dollars towards addressing the huge marine problems we have concerning geoduck farming and pollution in Baynes Sound	2/10/2016 10:12 AM

18	More attention should be given to marine environment planning and protection. This seems to be a significant oversight. Also, local streams etc. that connect to it are undervalued (e.g., no penalty/monitoring of water withdrawal from streams by residents and you have allowed some people to build too close to streams - e.g., Valens Brook).	2/10/2016 8:26 AM
19	Marine issues now deserve the attention that land based issues have had from day 1. Action not advocacy!	2/6/2016 5:15 PM
20	I do not want my tax money in any way spent to attract more tourists.	2/6/2016 4:01 PM
21	Your budget should reflect the Strategic Plan priorities.	2/6/2016 1:49 PM
22	Do not increase \$\$ for Bowen residents, we already do not get value for our \$\$	2/6/2016 1:36 PM
23	I think the consultation is good. The economy is not good. We need to review the whole budget with a view to creating efficiencies that will reduce the budget.	2/3/2016 3:23 PM
24	my experience is that they won't listen or act on it	2/3/2016 2:56 PM
25	Cut cost, stop wasting our meager funds and reduce your bureaucracy.	2/2/2016 9:55 AM
26	Maybe I'm reading too much between the lines but it seems like this survey is giving us an option to be critical about the budget rather than hear our opinion on different budgetary options?	2/1/2016 10:35 PM
27	important to maintain natural beauty and balance of the islands, and to not succumb to economic pressures to develop and ruin natural beauty -it is our responsibility to protect the islands	1/29/2016 7:58 PM
28	I am not in favour of using \$200k from reserve without specific one-time line accounting. If you are raising taxes, please tell us.	1/27/2016 8:28 PM
29	The budget is inflationary and should be restricted to 1% with a corresponding reduction in services	1/27/2016 4:08 PM
30	Islands Trust is redundant overhead for Bowen Island taxpayers.	1/25/2016 10:34 AM
31	The Islands Trust has turned into a much larger bureaucracy than is required especially in the face of National Parks in the southern gulf islands.	1/24/2016 4:29 PM
32	We need to take steps to lower taxes!	1/24/2016 10:20 AM
33	Don't keep increasing budgets, seriously analyze ways of cutting expenses in the areas of administrative costs	1/23/2016 8:37 PM
34	no	1/23/2016 10:29 AM
35	Move the admin office out of expensive Victoria. Save money on rent and overhead.	1/23/2016 9:07 AM
36	Budget increases by public regulatory bodies is unsustainable. IT need to do a better job of communicating stewardship tangible results on an annual basis.	1/23/2016 6:12 AM
37	This whole survey is nonsense. Only home/land owners should be able to participate. Having such an open survey dilutes what the real outcome is. I can't help but feel that the islands trust does this purposely to get the result that THEY want.	1/23/2016 5:24 AM
38	This was a waste of time. Check out the understanding level of your audience. Word salad.	1/23/2016 12:17 AM
39	what a shame, just wait 10 years and I am sure it will be even worse.	1/22/2016 9:31 PM
40	Let people know what it is you are doing. I have lived here one year exactly and have had zero communication. So far from what I hear I think the Islands Trust is a group of people from everywhere making decisions on specific things and plans for specific Islands. Re-invent your organization. Rules should be guidelines and things should be approved or declined in the spirit of them, not by the letter of them.	1/22/2016 9:15 PM
41	You spend too much	1/22/2016 8:15 PM

42	Stop spending on Dog Care as there are more important priorities like care of people (affordable housing) .	1/22/2016 7:53 PM
43	Public services are to help not hinder. Not jobs for the boys. Not cronyism. Paying taxes should not feel like a waste of money. Value for money and useful services in return should feed back to the taxpayer. This feels more like we are serving you... It feels more like a legalised protection racket	1/22/2016 3:51 PM
44	I don't see in the highlights where key issues like more affordable housing is addressed. I have a better sense of what I get for my CRD taxes than I do for the Trust allocation. In other words, the CRD seems to deal with concrete, specific needs (recycling, pathways, buses, parks, water, sewer) while the Trust only deals with intangibles.	1/22/2016 3:26 PM
45	Nope island trust should be gone and a independent company should be run	1/22/2016 3:25 PM
46	As the administration & planning components are the 2 largest budget items I would like a note providing the number of staff & planners.	1/22/2016 2:20 PM
47	Protect Howe Sound from LNG terminal, proposed gravel mine and port development. Protect wilderness and promote ecotourism.	1/22/2016 2:12 PM
48	Seems a lot of money every year and high salaries	1/22/2016 1:53 PM



Islands Trust

**March 2016 Islands Trust Council  
Session 2**

**Meeting Options**

**4:30 p.m. – 5:30 p.m., Tuesday, March 22, 2016**

**Purpose:**

1. Electronic Meetings – To address an item on Trust Council’s Strategic Plan, related to the strategy ‘to improve effectiveness and quality of Trust Council operations’, which directs that Trust Council’s Meeting Procedure Bylaw be amended to enable electronic meetings and to start this work in the current fiscal year. This session item represents an initial review of some of the options available for Trust Council electronic meetings, both regular and special, for discussion by Trust Council.
2. To discuss the organization and structure related to the agenda development process for Trust Council.

**Resources:** Russ Hotsenpiller, Chief Administrative Officer  
Carmen Thiel, Legislative Services Manager

**Documents:**

- The current wording in Trust Council’s Procedure Bylaw for electronic meetings of Council Committees and the Executive Committee, and in the Gambier Island Local Trust Committee Procedure Bylaw for electronic meetings of the Gambier Island Local Trust Committee.
- Briefing note regarding Trust Council agenda and scheduling of meetings.

<b>TIME</b>	<b>TOPIC</b>	<b>WHO</b>
4:30 – 5:00 p.m.	<b>1. Electronic Meetings</b>	Carmen Thiel
5:00 – 5:30 p.m.	<b>2. Trust Council Structure</b>	Russ Hotsenpiller



## **Electronic Meetings**

**Preliminary Considerations for Developing  
Amendments to Trust Council's Procedure Bylaw to  
Enable Electronic Participation in Trust Council  
Meetings**

## Background/Context

- Trust Council's Strategic Plan, related to the strategy to 'improve effectiveness and quality of Trust Council operations, indicates that Trust Council's Meeting Procedure bylaw will be amended to enable electronic meetings.
- This work is due to start in the current fiscal year.
- The Executive Committee asked staff to provide a briefing to March Trust Council in regard to electronic meeting procedures.
- This session is an initial review of some of the options available for Trust Council electronic meetings, both regular and special.

## Background/Context cont'd.

- included in the session package, for comparison, is the current wording for electronic meetings of Council Committees and the Executive Committee, and for electronic meetings of one Local Trust Committee (Gambier).
- Staff are seeking input from Trust Council about the nature of the amendments they should be drafting, before work begins to amend Trust Council's Meeting Procedures Bylaw.

## Special Meetings

- **What should determine when an entirely electronic special meeting of Trust Council could be held?**

## Special Meetings

### Some options:

- Meetings to deal with urgent new business, if the majority of Trust Council agrees to hold a meeting in this way and the Secretary has sufficient notice to make the necessary arrangements? \*
- Decisions that might be dealt with through Resolution Without Meeting, but would benefit from or require some debate before voting?
- Meetings that would be entirely closed to the public (in camera)?
- Other suggestions?

\* Some LTC bylaws already contain a similar provision; Council Committees and the Executive Committee allow either regular or special meetings to be entirely electronic, if the majority of members agree by resolution and there is sufficient notice to make the necessary arrangements.

## Special Meetings

- Should any types of special Trust Council meetings not take place entirely through electronic means?

## Special Meetings

- **Some options:**

- Meetings to consider Local Trust Committee or Island Municipality bylaws that have been refused by the Executive Committee?
- Meetings to adopt a budget bylaw?
- Other suggestions?

## Regular Meetings

- **Should there be a minimum number of trustees who must be present at the designated location of a regular Trust Council meeting or a maximum number who may participate electronically?**

## Regular Meetings

### ■ Some options:

- Specify a minimum number that must be present, with procedures for determining who may attend electronically.\*
- No minimum number present – regular meetings could be held in an entirely electronic way. If all trustees wished to participate in this way this could likely mean that the meeting would be hosted at an office of the Islands Trust, rather than on-island.

LTC bylaws indicate that no more than one trustee may participate electronically (unless waived by the LTC); Council Committee meetings do not have this restriction. For regular Exec Committee meetings, no more than two members may participate electronically and the first two to advise the Secretary are eligible to participate in this way (although the EC can waive these restrictions by resolution).

## Regular Meetings

- **If facilities were available\*, what should determine when an individual member of Trust Council could participate electronically in a regular meeting?**

\* Facilities may not always be available to enable electronic participation, so trustees attending regular meetings in this way may not be able to attend or hear an entire meeting (e.g. due to poor cell phone or wifi connectivity in some locations)

## Regular Meetings

- **Some options:**
  - All/any trustees may participate electronically in a regular meeting, with sufficient notice and if facilities are available .
  - May participate electronically, if trustee cannot attend the meeting in person, and participation is critical?
- Illness?
- Decided on a case by case basis by resolution of a majority of Council members (e.g. at the meeting or by RWM)?
- Other suggestions?

## Regular Meetings

- **Must the Chair be present at the designated meeting location for a regular meeting**
- **Options:**
  - Yes
  - No

## Regular Meetings

- **Should there be a maximum number of meetings per year that any one member can attend electronically?**
- **On what basis might such a restriction be waived?**
- **Some options:**
  - Bylaw sets a maximum number of meetings that any one member can attend electronically per year and or per term. \*
  - No maximum number – trustees could attend all meetings electronically, if desired and facilities are available.

\* LTC bylaws indicate that individual members may not participate electronic meetings for more than two consecutive regular meetings (unless waived by the LTC); Council committees do not have this restriction. For Executive Committee meetings, no member may participate electronically in 2 consecutive regular meetings or more than half the meetings in any one calendar year. (these restrictions can be waived by resolution of the Executive Committee)

## Regular Meetings

- **Some options:**
  - Certain types of decisions?
  - Orientation meetings?
  - Others?
- **Would there be any restrictions or reasons that an individual trustee could not participate electronically?**

## All Meetings

TOPIC	REQUIRED BY LEGISLATION AND ISLANDS TRUST ELECTRONIC MEETING REGULATION
• Meeting notice must include place where public may attend to hear or watch and hear proceedings of open meetings.	
• Facilities must enable participants to hear each other and the public to hear or watch and hear open meetings at a specified place.	

## All Meetings

### TOPIC

- Staff must be in attendance at the specified place where the public can attend to hear open meetings.

### REQUIREMENT



## All Meetings

TOPIC	SOME OPTIONS
<ul style="list-style-type: none"><li>• <b>Minimum level of electronic facilities</b></li></ul>	<ul style="list-style-type: none"><li>• Audio, with facilities that indicate when a member joins and leaves the meeting.</li><li>• Audio/visual (e.g. GoToMeeting) with facilities that indicate when a member joins and leaves the meeting.</li><li>• Other suggestions?</li></ul>

The draft strategic plan indicated that there should be further research on improved facilities to enable electronic Trust Council meetings, but Trust Council removed those sections. The bylaw should likely assume that minimal audio facilities would be available, and have provisions for lost connections.

## All Meetings

TOPIC	SOME OPTIONS
<ul style="list-style-type: none"><li>▪ <b>May cell phones or land lines be used for connection to meeting?</b></li></ul>	<ul style="list-style-type: none"><li>▪ Cell phones for open meetings.</li><li>▪ Land lines for open and closed meetings.</li><li>▪ Land lines only for closed meetings *.</li><li>▪ Other suggestions?</li></ul>

\* Some bylaws state this, but it's apparently not practical as some trustees and staff only have cell phones. When Trust Council meets in island community buildings, cell phones may be the only technology available.

# All Meetings

## TOPIC

- **What is the procedure if a connection is lost during the meeting?**

## SOME OPTIONS

- Note in minutes that trustee has left meeting.
- Affected trustee attempts to reconnect.
- Meeting recesses to reconnect if quorum is lost.
- If quorum is lost for more than 1/2 hour – dissolve meeting and place remaining topics on next agenda. \*
- Other suggestions?

\* This is the current procedure for Council committees and LTCs, although some indicate the meeting is dissolved if quorum is lost for more than 15 minutes.

## All Meetings

### TOPIC

- **Who bears the costs of electronic participation in meetings?**

### SOME OPTIONS

- Islands Trust - (if from within Canada or by approval of the majority)\*
- Other suggestions?

- This is the current status for Council committees and LTCs

## All Meetings

### OTHER CONSIDERATIONS

- Potential challenges for the Trust Council chair to manage speakers and vote taking where trustees are participating both in-person and electronically.
- Issues of sound quality and connectivity with trustees participating by phone.
- Delays in meeting proceedings and concerns with quorum, where connectivity issues arise.
- Additional technical staff assistance will be needed to operate and maintain audio or audio visual equipment and connections.

## All Meetings

- Comments and suggestions?
- Direction to staff on drafting amendments to the Trust Council Procedure Bylaw to enable electronic meetings for Trust Council.

# EXAMPLES OF EXISTING ISLANDS TRUST MEETING PROCEDURES BYLAWS RE ELECTRONIC MEETINGS

## ISLANDS TRUST COUNCIL MEETING PROCEDURES BYLAW 110

- (currently applies only to Council Committees and Executive Committee)

### Electronic Meetings

11.11 (a) A regular or special meeting of a Council committee or a special meeting of the Executive Committee may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the committee have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements.

(b) An individual committee member who is not at the physical location of a Council committee meeting or of a regular Executive Committee meeting may choose to participate by means of audio or audio and visual electronic communication facilities, provided the Secretary has received sufficient notice and can make the necessary arrangements.

(c) At a regular Executive Committee meeting, no more than two members, excluding the person presiding, may participate by means of electronic communication facilities and in the event that more than two members wish to do so, the first two members to notify the Secretary will be those eligible to participate through electronic communication facilities.

(d) An individual member of the Executive Committee may not participate by means of electronic communication facilities in: i. two consecutive regular meetings of the Executive Committee, or ii. more than half the regular meetings of the Executive Committee in any one calendar year.

(e) The Executive Committee may waive the restrictions in 11.11 (c) and (d) by unanimous resolution, provided the waiver does not conflict with provincial legislation and regulation that enables electronic meetings.

(f) Committee members who use electronic communication facilities to participate in a meeting conducted in accordance with this bylaw are deemed present at the meeting.

(g) A member of a committee may begin participation in a meeting by electronic communication facilities after the meeting has been called to order.

(h) Where any meeting participant is participating in a meeting through electronic communication facilities, the facilities must enable all meeting participants to hear, or watch and hear, each other and must provide notice when participants join or leave the meeting.

(i) Where any meeting participant is participating in a meeting through electronic communication facilities, the facilities must enable the public to hear, or watch and hear, all meeting participants at a place specified in the meeting notice, unless the meeting has been properly closed to the public.

(j) For the duration of an electronic meeting that is open to the public, a designated staff member must attend at the place specified in the meeting notice for the public to hear or watch and hear the participants.

11.12 Cell phone or satellite connections may be used for open committee meetings. A land line connection must be used for closed committee meetings.

11.13 If communication is lost to one or more electronic participants during a meeting:

(a) the participant affected will attempt to reestablish the link and in the interim, will be deemed to have left the meeting and the Secretary will record this in the minutes.

(b) if there is not a quorum, the Committee Chair or person presiding will call a recess until the link is reestablished.

(c) if after 10 minutes, a link cannot be reestablished and there is not a quorum of committee members, the meeting will be deemed adjourned and the item under discussion at the time of loss of communication will be added to the next agenda.

11.14 The costs of electronic participation in a committee meeting will be borne by the Islands Trust Council, if the committee member is participating from a location within Canada or has received the approval of the majority of committee members.

## ELECTRONIC MEETINGS

17. A special meeting of the Local Trust Committee to deal with urgent new business may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the Local Trust Committee have agreed by resolution that the meeting may be conducted in this way and provided the Deputy Secretary has received sufficient notice and can make the necessary arrangements.

18. An individual Local Trust Committee member who is not at the physical location of a special Local Trust Committee meeting or a regular Local Trust Committee meeting may choose to participate by means of audio or audio and visual electronic communication facilities, provided the Deputy Secretary has received sufficient notice and can make the necessary arrangements.

19. At a regular Local Trust Committee meeting, not more than one Local Trust Committee member may participate by means of electronic communication facilities.

20. An individual member of the Local Trust Committee may not participate by means of electronic communication facilities in two consecutive regular meetings of the Local Trust Committee.

21. The Local Trust Committee may waive the restrictions in sections 19 and 20 by unanimous resolution, provided the waiver does not conflict with provincial legislation and regulation that enables electronic meetings.

22. Local Trust Committee members who use electronic communication facilities to participate in a meeting conducted in accordance with this bylaw are deemed present at the meeting.

23. A member of the Local Trust Committee may begin participation in a meeting by electronic communication facilities after the meeting has been called to order.

24. Where a member of the Local Trust Committee is participating in a meeting through electronic communication facilities, the facilities must enable all meeting participants to hear, or watch and hear, each other and must provide notice when participants join or leave the meeting.

25. Where a member of the Local Trust Committee is participating in a meeting through electronic communication facilities, the facilities must enable the public to hear, or watch and hear, all meeting participants at a place specified in the meeting notice, unless the meeting has been properly closed to the public.

26. For the duration of an electronic meeting that is open to the public, a designated staff member must attend at the place specified in the meeting notice for the public to hear, or watch and hear, the participants.

27. Cell phone or satellite connections may be used for open Local Trust Committee meetings.

28. If communication is lost to one or more electronic participants during a meeting:

28.1 the participant affected will attempt to reestablish the link and, in the interim, will be deemed to have left the meeting and this will be recorded in the minutes;

28.2 if there is not a quorum, the Local Trust Committee Chair or person presiding will call a recess until the link is reestablished; and

28.3 if, after 15 minutes, a link cannot be reestablished and there is not a quorum of Local Trust Committee members, the meeting will be deemed adjourned and the item under discussion at the time of loss of communication will be added to the next agenda.

29. The costs of electronic participation in a Local Trust Committee meeting will be borne by the Gambier Island Local Trust Committee if the Local Trust Committee member is participating from a location within Canada or has received the approval of the majority of Local Trust Committee members



## BRIEFING

**To:** Trust Council

**For the Meeting of:** March 22, 2016.

**From:** Russ Hotsenpiller

**Date prepared:** March 2, 2016

**SUBJECT: TRUST COUNCIL MEETING AND AGENDA ORGANIZATION**

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### **DESCRIPTION OF ISSUE:**

Executive Committee has identified a number of issues associated with the organization, structure and agenda of Trust Council meetings and wishes to refer these to Trust Council for discussion.

### **BACKGROUND:**

It has been generally remarked by Trustees, and specifically discussed by Executive Committee, that the structure, format and agenda of the Trust Council meetings may benefit from review in the interest of efficiency and the delivery of the Islands Trust core business. This item corresponds to Objective 7. Improve organizational cost effectiveness and resilience in the Strategic Plan. Accordingly this issue has been referred to Trust Council for discussion.

Some of the issues that have been identified are listed below.

1. The balance between Session items Decision and Information items should be realigned with greater time allotted to Decision and Information items and perhaps a re-ordering of where they appear on the agenda.
2. To re-consider the delivery of the agenda to Trustees from the current process where Decision and Information items are produced separately from the Session items.
3. The role of education and continuous learning items in terms of the degree of emphasis that should be allotted and where they should appear in the agenda.
4. As identified by Trust Council.

### **AVAILABLE OPTIONS:**

For discussion purposes.

### **FOLLOW-UP:**

As per direction of Trust Council at March meeting.

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**Prepared By:** Russ Hotsenpiller

**Reviewed By:** Chief Administration Officer

**Date:** March 3, 2016



Islands Trust

**March 2016 Islands Trust Council  
Session 4**

**First Nations**

9:45 a.m – 12:00 p.m., Wednesday, March 23, 2016

**Purpose:** To provide a deeper exploration into indigenous governance systems and to develop cross cultural bridging strategies.

**Resources:** *naas?atuk* (John Rampanen), Facilitator  
 Russ Hotsenpiller, Chief Administrative Officer  
 Lisa Gordon, Director, Trust Area Services  
 David Marlor, Director, Local Planning Services

9:45-9:50	<b>Introductions</b>	Peter Luckham
9:50-11:45	<b>Working Across Cultures: Building Cultural Bridges and Exploring Indigenous Governance Systems</b>	John Rampanen
11:45-12:00	<b>Questions</b>	All
	<p><i>Background Materials</i></p> <ol style="list-style-type: none"> <li>1. Dec 2014 orientation slides re <a href="#">First Nations and the Islands Trust</a></li> <li>2. <a href="#">Guide to First Nations Engagement on Local Government Statutory Approvals</a></li> <li>3. <a href="#">Current protocol agreements</a></li> </ol>	
	<p><i>Islands Trust Policy Statement (2003):</i></p> <ul style="list-style-type: none"> <li>• <b>'Role of First Nations</b>  <i>First Nations consider the Trust Area to be within their traditional territory. As such, they may have rights to and interests in the Trust Area. Proposed regulations that may affect aboriginal rights will be preceded by meaningful consultation and negotiation of conflicts with known claims'</i></li> </ul> <p><i>Islands Trust Strategic Plan 2014-2018:</i></p> <ul style="list-style-type: none"> <li>• <b>Objective:</b> <i>Strengthen Relations with First Nations</i> <ul style="list-style-type: none"> <li>○ <b>Strategy:</b> <i>Improve Engagement with First Nations</i> <ul style="list-style-type: none"> <li>▪ <b>Activity:</b> <i>Training and workshops at the local and Trust Council level, including honoraria and travel for First Nations participation.</i></li> </ul> </li> </ul> </li> </ul>	

## **nananiqsuu haahuupa**

### *Sharing the Grandparent's Teachings*

**PRESENTATION:**

**Working Across Cultures: Building Cultural Bridges and Exploring Indigenous Governance Systems**

Wednesday, March 23rd, 2016      9:45am - 12:00pm

Facilitated by: náasʔałuk - John Rampanen (Nuu-chah-nulth Nation)

**nananiqsuu haahuupa** offers a deeper exploration into indigenous governance systems and traditionally-rooted connections to the land. These insights into indigenous way of life provide a launching point for effective and meaningful engagement across cultures. This presentation will highlight potential strategies, resources and methodologies to assist in strengthening and building pathways to partnerships with Indigenous communities. Through a deeper exploration into the history, contemporary issues and future direction of Indigenous way of life, this presentation aims to move beyond reconciliation and delve deeper into practical and collaborative approaches that enhance a mutually-respectful relationship.

**nananiqsuu haahuupa Facilitator** John Rampanen (Sáhuusʔath Nation) has conducted cultural research and delivered facilitative approaches throughout Indigenous and Coastal communities for over ten years. His approach to cultural sharing focuses upon providing an interactive learning environment that allows participants to embark on experiential exploration of indigenous way of life and relationship-building between indigenous and non-indigenous communities.

This presentation is ideally suited for anyone interested in learning more about Indigenous culture and way of life and/or are interested in identifying ways to build cultural bridges and would like to engage in conversations regarding the past, present and future wellbeing of Indigenous people, the environment and collaborative engagement.



Islands Trust

**March 2016 Islands Trust Council  
Session 6**

**Delegations and Town Hall Session**  
1:15 p.m. – 2:15 p.m., Wednesday, March 23, 2016

**Chair: Peter Luckham, Chair, Islands Trust Council**

- 1. Gulf Islands Alliance re Public Trust Doctrine and Oath of Office**
- 2. The Association for Denman Island Marine Stewards re marine issues**
- 3. Denman Island Forage Fish Group re marine issues**
- 4. Peter Lamb re Climate Change and 2016-17 Budget**

**Subject:**Delegation at March Trust Council  
**Date:**Sun, 31 Jan 2016 09:50:13 -0800  
**From:**Roxanna <[roxdoug@telus.net](mailto:roxdoug@telus.net)>  
**To:**[jchonk@islandstrust.bc.ca](mailto:jchonk@islandstrust.bc.ca)

Hello Jas,

On behalf of the Gulf Islands Alliance (GIA), I would like to request a spot in the delegations section of March Trust Council on Hornby to very briefly speak to the Trustees about the Public Trust Doctrine and the Oath of Office.

Many thanks,  
Roxanna Mandryk  
Chair, GIA  
and former Trustee for Denman 1992-1996



## Trust Council Presentation March 23<sup>rd</sup>, 2016

Presented by Barbara Mills for Association of Denman Island Marine Stewards (ADIM)

Thank you for allowing me to speak to Trust Council today. I come today to:

1. Share with you some of the initiatives that ADIMS has embarked upon, and;
2. To ask for your support for our efforts to have the federal government designate Baynes Sound, Lambert Channel, and the surrounding Trust waters, a Marine Protected Area (MPA), as part of a greater network of MPAs in the Strait of Georgia.

### Introduction and Urgency of Acting on MPA Initiative

In Canada, we are experiencing a very hopeful time with a new Federal government committed to addressing climate change and the effects of environmental degradation. Equally exciting are the contents of the Prime Minister Trudeau's Mandate Letters to both the Minister of the Environment and to the Minister of Fisheries and Oceans.

Most relevant to this region is the Liberal's clear mandate/ direction to increase the number of Marine Protected Areas (MPAs) along Canada's coastlines from 1% to 5% by 2017, and to 10% by 2020. Guidelines for MPAs can be found at [http://cpaws.org/uploads/mpa\\_guidelines.pdf](http://cpaws.org/uploads/mpa_guidelines.pdf). Further information about the Federal/ BC provincial plan for an MPA network can be found at: [https://www.for.gov.bc.ca/tasb/slrp/pdf/ENG\\_BC\\_MPA\\_LOWRES.pdf](https://www.for.gov.bc.ca/tasb/slrp/pdf/ENG_BC_MPA_LOWRES.pdf)

It appears that this initiative is not window dressing. It contains very clear and precise criteria for the designation of MPAs and, a practical vision for intergovernmental, and stakeholder consultation in the assignment of this designation. It also designates using Integrated Ecosystem Based Management Approaches to creating and maintaining these areas. This would involve local governments, the province, industry, ENGO's and the scientific experts.

These commitments present exciting opportunities for all of us who would join the federal government in these initiatives. Despite this hopefulness, the Vancouver Island Region is at a distinct disadvantage to many other regions of Canada, in that we have no Liberal MPs representing Vancouver Island and the Trust Islands. This leaves us potentially with less power and influence. It is therefore even more important that we ask you as our local government to join us in advocating for this important initiative.

## ADIMS Initiatives

ADIMS has already begun to advocate for the inclusion of Baynes Sound and Lambert Channel to be a vital and early region designated as a key component of a Strait of Georgia MPA Network

- You may remember that Shelley McKeachie helped to plan, and presented at the 2014 International conference titled Management of Sensitive Marine Ecosystems: Lessons from Case Studies to Identify Solutions For Baynes Sound”. <http://www.sfu.ca/coastal/research-series/listing/BaynesSoundSolutions>.
- We have made a direct connection with our MP Gord Johns who has advocated directly with DFO Minister Tootoo for protection of British Columbia waters.
- We invited Minister Tootoo to join us in celebrating the herring spawn, and in meeting with eminent scientist who have also been lobbying for the protection of this region. Our invite included a description of the importance of this region to the entire marine ecosystem of the Pacific Coast, reminding him of this region’s designation as an Ecologically and Biologically Significant Area (EBSA).
- Not surprisingly Minister Tootoo was busy and unable to attend, but we have his attention and he has asked that we send our proposal to the staff member for this region, including the points we would have made if he had been able to speak with us in person. This proposal is included as Appendix A to this written presentation.
- We have begun to make connections with scientists, university researchers, K’omoks First Nations Guardians, and other ENGOs around Baynes Sound to gather support around this initiative.
- As a community, there are efforts to do Denman’s part to reduce greenhouse gases (thus acidity in the ocean) and plastics that come from domestic use. We have begun a “plastics free Denman” initiative,. There is community support for a Solar initiative for public buildings, and there is beginning talk about reducing fossil fuel consumption for heating, with alternate sources being discussed.

### Why Should Baynes Sound and Lambert Channel Be Designated a Marine Protected Area

It is very appropriate that this Trust Council Meeting is held during the month of March, just two weeks after the annual herring spawn. You may, or may not know that this region hosts the most important herring spawn of the entire Pacific Coast. Whereas other traditional herring spawn locations on the BC coast are showing a decline in numbers, the waters of Baynes Sound and Lambert Channel have actually shown an increase with the volume of spawn, perhaps because other spawning areas have been so seriously compromised. (Doug Hay talk March 7, 2016) Dorrie Woodwards talk outline the importance of herring and other forage fish in the survival and maintenance of the marine food web. This region is not only an important spawning ground for forage fish and salmon, but it is also a key rearing region for the fry and juveniles before they head to deeper waters. You might say that it is the maternity ward and nursery of the Salish Sea.



But herring are not the only criteria met by Baynes Sound and Lambert channel to be designated an MPA and EBSA. Here are a few more vital reasons:

- This marine ecosystem has been recognized by scientists to be second only to the Fraser River Delta in its importance to the health of the broader Pacific Marine Ecosystem. (more details of why are included in Appendix A)
- This area has been internationally recognized as an Important Bird Area with migrating sea birds either overwintering, or “fattening up” during their migration.
- In the last two decades, an increasing number of species in our region have been placed on the Federal Government’s Species at Risk List. DFO shows 45 of our marine species on this list.
- Baynes Sound has been described as a “hot spot “ of microplastic contamination, that threatens to compromise the integrity and health of the marine food web.
- Baynes Sound and Lambert Channel are scheduled to be home to large tracts of industrial level geoduck aquaculture, described in Dorrie Woodwards presentation
- Doug Hay, eminent scientific expert on herring, warns that Geoduck aquaculture as proposed is a serious threat to the most important herring spawn of the Pacific Coast .(2016 talk)

**We come to you today to inform you of the reality that there is a commitment by the new federal Liberal Government to significantly increase the number of MPAs. We want you to know that this region fits all criteria for an MPA, EBSA and IBA. But there are no liberals in this riding to advocate for us. If this region fails due to a lack of preservation and protection, then the region and the Pacific food web will be in grave danger. We believe that we have the responsibility to speak for the environment and for the marine creatures who cannot speak for themselves. Please read Appendix A for more details.**

### **Our Asks**

**We respectfully ask Trust Council to help us preserve and protect this vital area. We specifically ask you to :**

- 1. Take this threat very seriously and vote to fund a Trust Council professional staff person, and marine committee dedicated to research, advocate, consult and suggest effective ways that Trust council can better protect our Marine ecosystem before it degrades further.**
- 2. Join ADIMS to support and actively advocate with the Federal government and other appropriate government bodies to propose Baynes Sound and Lambert be designated an essential MPA within a large Marine Protected Network of the Strait of Georgia.**

**Thank you for your attention and Commitment.**

# **Appendix A: Trust Council March 23<sup>rd</sup>**

## **ADIMS Delegation**

### **Draft Proposal to the Regional Manager for the Department of Fisheries and Oceans Regarding**

### **The Designation of Baynes Sound and Lambert Channel as a Marine Protected Area**

**Submitted by the Association of Denman Island Marine Stewards (ADIMS)**

#### **Introduction**

We are submitting this proposal to request your urgent support in advocating for Baynes Sound and Lambert Channel to be designated as an early selection within a Marine Protected Area Network in the Strait of Georgia. Baynes Sound has been ranked second only to the Fraser River Delta in ecological and biological importance to the marine ecosystem of the BC coast (Jamieson et.al). Urgency of the request request for early designation for protection lies in the fact that this area, home to the most important herring spawn on the Pacific Coast, is showing alarming and significant incremental degradation, and is under significant threat from a variety of anthropogenic factors.

#### **Ecological Importance of the Region**

This area is not a pristine wilderness, but it is an ecologically rich and biologically diverse marine environment and a popular destination for tourists, kayakers and residents. Despite being a popular destination for tourists, kayakers and island residents.

Baynes Sound, Comox Bar, and Lambert Channel have been named the most significant herring spawning area on the BC coast. The need for urgent consideration for its protection lies in the fact that the degradation of this area threatens species that are critical to the maintenance of the marine food web of the Pacific Coast, as well as the health of many other Species at Risk. Designation as an MPA would result in the protection of large amounts of, and particularly important components of biodiversity. Indeed these waters possess eight ecological features that make this region unique and biologically sensitive (EBSA criteria) including:

- A soft bottom habitat
- A key herring spawning region,
- A sea lion haul out,
- Globally important bird area (IBA)
- Key forage fish habitat

- 15 salmonid bearing streams
- Key juvenile salmonid and herring habitat/ nursery and,
- A high bivalve density

These combined features make Baynes Sound/ Lambert Channel one of the most unique and biologically sensitive regions along the BC Coast.

Baynes Sound has been ranked the most important wetland complex on Vancouver Island by two of the foremost conservation agencies, The Pacific Estuary Conservation Program (PECP) and the Pacific Coast Joint Venture (PCJV). Jamieson et al. (2001) These waters lie in the ecologically significant region of the Strait of Georgia, and within the archipelago of islands that have been designated as an Islands Trust by the government of British Columbia. The mandate of the Islands Trust is to preserve and protect these unique islands for the benefit of the citizens of British Columbia and for future generations. Despite this designation, these waters are under significant threat from:

- High levels of microplastics
- Increasing acidity
- Existing large tracts of industrial level shellfish aquaculture that add a significant load of microplastics to the water column.
- Current aquaculture practices that result in the use of netting that makes much of the foreshore of Baynes Sound inaccessible to migrating birds.
- Proposals for large tracts of industrial geoduck tenures that use up to 45,500 PVC pipes per acre. PVC pipes have been demonstrated to leach lead and other toxins, and degrade into microplastics in the marine environment.
- Recent commencement of commercial seaweed harvest from western Baynes Sound foreshore.
- Proposals for a new plan by local municipalities to dump partially treated sewage into Baynes Sound. The treatment process proposed would not have the capacity to filter out microplastics or pharmaceuticals, and would therefore result in the flushing of such contaminants into the spawning and aquaculture beds.
- A herring fishery that kills mature spawning fish, while using only the roe for export.

### **Ecological Criteria Consistent with Designation as an MPA Site**

Baynes Sound and Lambert Channel fit all key ecological criteria for designation as an Ecologically and Biologically Significant Area (EBSA) including:

#### **Uniqueness, Rarity or Special Character**

The waters of Baynes Sound and Lambert Channel have special character that are not replaceable, and their loss could lead to significant reduction in marine biological diversity. These unique and special characteristics include

1. The largest and most significant herring spawn on the Pacific Coast of British Columbia. Herring are a keystone species in the Pacific marine food web, and are feed for multiple species at risk including two varieties of salmon and endangered killer whales. Being a keystone species, their loss would significantly decrease the biodiversity of the region.
2. 15 salmonid bearing streams run into these waters.
3. Baynes Sound and Lambert Channel contain geographical and biological features that make it essential to critical parts of the life cycle of important marine species.
  - Herring spawn in Baynes Sound and Lambert Channel, and both herring and salmon juveniles use the shallow waters of Baynes Sound as a nursery before they head out to sea.
  - Two species of Pacific salmon use the rivers flowing into these waters.
  - Forage fish spawn on the beaches of Denman and form 60% of the coho salmon diet.
  - Baynes Sound is designated an IBA, is a main stopover site for migratory sea birds, and is an overwintering ground for a wide variety of seabirds, some of which are at various categories of “Species at risk” list.
  - The salmon and forage fish that grow and spawn in these waters are essential to the diet of all three kinds of killer whales who frequent these waters.
  - The shallow waters of Baynes Sound act as a nursery for herring and salmon hatchlings.

### **Productivity**

As describe in the above category, Baynes Sound and Lambert Channel are an area of high biological productivity , encompassing viable populations of forage fish, herring, salmon etc. that support productive fisheries in adjacent areas by serving as sources of nutrients and of new members to the population via juvenile and adult dispersal.

### **Biological Diversity**

These waters host a great variety of biological diversity including a multitude of species of marine mammals, sea birds, birds of prey, and underwater species too many to list. However to name a few:

- Iconic marine mammals include three families of killer whale, humpback whales, occasional grey whales, stellar sea lions, California sea lions, harbour seals, porpoises and dolphins. Mink and river otters fish in these waters.
- 32 species of sea birds frequent our waters at different times of the year.(Coastal Bird Count) This region has been internationally recognized as an IBA (Important Bird Area) . (Axys et al. 2000)
- Six salmonid species frequent the coastal waters, and rivers flowing into Baynes Sound and Lambert Channel.(Jamieson, 2001)
- Raptors and other birds fishing in our waters include kingfisher, bald eagle, great blue heron, and common raven to name a few.

- There is a high bivalve density including oysters, a variety of clams, abalone, geoduck, scallops, and mussels to name a few. (Bendell, L.I., 2014)
- Among other deep sea creatures, Lambert Channel is host to the largest species of octopus in the world.
- Kelp beds, eel grass beds, and salt marshes are just a few of the important marine flora that enrich this region and sequester significant amounts of carbon from the atmosphere.

### **Degree of Naturalness/ Human Impact**

Despite its rich biological diversity and importance to the Pacific marine ecosystem, Baynes Sound and Lambert Channel are at great risk from human disturbance.

- Ninety percent of the intertidal area of Baynes Sound is under aquaculture lease.
- Baynes Sound waters have been found to be a “hot spot” of microplastics. Alava, j. (2014)
- Vehicular traffic allowed on the beaches is destroying forage fish spawning grounds

However because of the rich biodiversity and naturalness of the waters and foreshore, it has the potential for recovery if measures to protect are implemented soon. Game et al. 2008 – CBD 2008

### **Sensitivity / Resistance to Disturbance and Potential for Recovery**

Because of its unique geographical and biological features, Baynes Sound has been particularly vulnerable to human made disturbance. Because plastics will remain in the marine environment for centuries, and because they transport bio-toxins from the water column to the tissue of marine organisms (Hakada, 2010), aquaculture, and its ubiquitous use of plastics poses a particularly serious risk to this rich ecosystem.

Removal of plastics from the marine ecosystem before it is too late could make a significant impact on the resilience of these waters. This would require a mandated change in materials used by aquaculture, and a more sophisticated system of sewage treatment in municipalities surrounding these waters.

## Appendix B

### You are Cordially Invited to:

Join Denman and Vancouver Islanders for

### A Celebration of the Annual Herring Spawn

Saturday, March 5<sup>th</sup>, 2016



The milt from the magnificent herring spawn turns the sea turquoise along the east side of Denman Island, Lambert Ch., B.C.

Dear Minister Tootoo,

We cordially invite you to join islanders, marine- related ENGO's, eminent scientists, and members of the K'omoks First Nation to observe, celebrate and contemplate the future of this keystone marine event: the annual return of the herring to spawn in Baynes Sound and Lambert Channel (**suggested Marine Protected Area – see below**). These waters host the Pacific coast's most important herring spawn and the only run that was open to commercial fishing in 2015.

#### What you can expect

The annual herring migration and spawn is one of this coast's wonders drawing creatures from air, land and sea. The air is electric as salmon, otters, seals, sea lions and whales gather to feast and fatten up for the nesting and birthing season. From eagle-filled conifers lining the shore to the breaching humpback the fecundity and biodiversity of the coast is on display taking advantage of this moveable feast. To get a glimpse at what this looks like, take a look here: <https://vimeo.com/121960894>

#### Concern for the Future

Along with awe and excitement, a sense of foreboding clouds the future of this essential spawn. This nursery ecosystem which underpins the health of our great creatures from the Coho to the Orca is under great threat. These waters are growing increasingly compromised by high levels of micro-plastics, increased acidity, on-going sewage outflow and run-off from mining and clear cuts. Not surprisingly, these waters are also ideally suited to industrial level aquaculture. However, the ubiquitous use of plastics

by this industry continues to add a significant load of micro-plastics to the water column, which could ultimately lead to deposition of heavy metals, pcb's and long banished bio-toxins into the food chain.

Already our iconic killer whales carry such a heavy load of toxins that the first two calves born to a mother die from the toxins downloaded in her milk. Only the third and subsequent calves survive, as she has been able to detoxify through nursing. This situation is frightening and tragic. It does not have to continue. We need your understanding and your help to protect this spawn and this region which is so essential to the entire Pacific marine ecosystem.

### **Our Goal**

Lambert Channel and Baynes Sound fit all criteria for an EBSA (Ecologically and Biologically Significant Area), but a **Marine Protected Area** designation would give the ultimate protection and serve to preserve the integrity of the entire Pacific ecosystem, as it protects this keystone species.

### **Our Invitation**

When we read your mandate letter and your background a sense of optimism returned. Now is the time for the west coast to receive full attention to its particular issues and needs. We would like to take the earliest opportunity in your tenure as minister responsible for fisheries and the coast guard, to invite you here. You will see for yourself what a fantastic MPA this place would make. We feel a great responsibility for the sea around us and are deeply concerned about the many factors that threaten the survival of the marine ecosystem.

**Please come and join us in celebration of the herring spawn and meet the people with the expertise and dedication necessary to make this MPA successful in protecting this essential marine ecosystem.**

Please **RSVP**: Shelley McKeachie: [shelleymckeachie@gmail.com](mailto:shelleymckeachie@gmail.com) or phone: [250-335-2558](tel:250-335-2558).

Thank you for your consideration,

Barbara Mills and Shelley McKeachie  
Co-Chairs, Association for Denman Island Marine Stewards (ADIMS)

Herring Spawn Records, Baynes Sound: <http://www.pac.dfo-mpo.gc.ca/science/species-especes/pelagic-pelagique/herring-hareng/herspawn/142fig-eng.html>

Baynes Sound/Lambert Channel EBSA: [http://www.dfo-mpo.gc.ca/csas-sccs/Publications/SAR-AS/2012/2012\\_075-eng.pdf](http://www.dfo-mpo.gc.ca/csas-sccs/Publications/SAR-AS/2012/2012_075-eng.pdf)

[http://www.dfo-mpo.gc.ca/csas-sccs/publications/resdocs-docrech/2014/2014\\_101-eng.pdf](http://www.dfo-mpo.gc.ca/csas-sccs/publications/resdocs-docrech/2014/2014_101-eng.pdf)



## **FORAGE FISH PRESENTATION TO TRUST COUNCIL MARCH, 2016**

Naturally, my presentation is about forage fish, in particular, herring, and about microplastics in our waters, and how they impact the marine ecosystem. At the point where herring and microplastics meet, where the herring feed on plankton carrying microplastics, I suggest we can intervene to prevent more toxicity entering the marine ecosystem, and improve the overall health of the food web in Georgia Strait.

I will suggest ways the Trust can act to improve the chances that herring will survive and thrive in Georgia Strait, and that some of the problems of microplastics be prevented and reduced.

First, a little background on the herring based in Georgia Strait. All I share with you now, will be relevant to my arguments later.

**The herring which return each year to spawn in these waters are the keystone species to the marine food web in all of Georgia Strait. This is the most important herring spawning area on the Pacific Coast (Doug Hay talk 2016)** Thirty-eight percent (38%) of all herring on the west coast of Canada belong to the population which spawns here in Lambert Channel and around Cape Lazo (Hay DE 2014). Pacific sand lance and surf smelt, two other species of forage fish also contribute to the food security of all marine species above them in the ecosystem (de Graaf 2014). In other words all of the salmon, seals, sea lions, whales, and sea birds within the Trust area, are dependent on the survival of this run of herring (Fox, C 2015). Any problems with this herring run's survival will threaten the survival of animals throughout the strait of Georgia and beyond.

Of the thousands of miles of coastline, twenty percent (20%) is chosen by the herring for spawning, and only ten percent (10%) is used consistently for this purpose (Hay DE 2013). The coastline of Denman and Hornby Islands and a short stretch of coast between the Courtenay River estuary and Cape Lazo are that rare and valuable spawning habitat in the top five percent (5%) and are listed as Vital by DFO (DFO Sect'n 142). Records of herring spawning go back eighty years and are based on over 30,000 spawning records. (Hay DE 2013). While herring spawning numbers have diminished in other regions of the BC coast, the numbers in Baynes Sound and Lambert Channel have reached a record high this year (Doug Hay talk 2016).

**In addition, Baynes Sound is an important nursery for herring hatchlings (DFO Sect'n 142).**

Many of the tiny immature fish (larvae) make their way from Lambert Channel into the shallow, sheltered waters of Baynes Sound. The protected waters and the connectivity of the spawning and the nursery habitats strengthen this population's resiliency. There the herring hatchlings stay for some months until they move out into the Strait of Georgia where they will spend their first twelve to eighteen months (Hay, DE 2014). (Later in their second year they go off the west coast of Vancouver Island, to La Perouse Bank, until they mature sexually and return to spawn. Herring may spawn as many as six times in their 10 -12 year life span.)

**Since 2013, Fisheries and Oceans has recognized that the waters surrounding Denman and Hornby Islands are an EBSA, an Ecologically and Biologically Significant Area** primarily based on the dependency of the herring on local habitat for spawning and nursery functions, and the dependency of so many other creatures on herring for their own survival ([www.dfo-mpo.gc.ca/csas-sccs/Publications/SAR](http://www.dfo-mpo.gc.ca/csas-sccs/Publications/SAR)).

All other herring spawning runs on the coast are in recovery, and are not able to be commercially harvested, except in a very limited way. These runs have not recovered from overfishing, despite this protection. In all these cases, on the west, central or north coast, the herring larvae, and the juveniles, are exposed to the conditions of the Pacific Ocean itself. Although in the past these runs thrived, present oceanic conditions, including changes in the predator populations, temperature, acidity, and even seasonal weather extremes are factors limiting the recovery of these herring populations.



In contrast, the herring population we are familiar with, remains large enough to be commercially harvested and to support a wide variety of other creatures as they enter their reproduction cycles. The major difference between this run and all others is that this run's larvae and juveniles develop here in sheltered Georgia Strait, protected from the open Pacific.

So we, all Trust Islanders, are surrounded by the home ground of this special herring population. **We share the same geography and have some jurisdiction over the shores and waters which are vital to the herring's survival.**

**Herring, and other forage fish, not only feed the higher levels of the food web, but down near the bottom of the food web they convert the zooplankton into flesh** (de Graaf 2014). Herring eat these tiny living creatures - mostly copepods, euphasiids, and other zooplankton forms – the swimming larval stage of crabs, barnacles, clams, oysters, starfish, as well as, larval fish. And what are these creatures eating? Even tinier creatures – zooplanktons, phytoplanktons, plant debris and, most significantly, microplastics.

## **Impact of Microplastics**

**Microplastics are in Baynes Sound in unusually high densities: the scientist, Juan Alava (SFU), has identified Baynes Sound as a hotspot, with the highest levels of contamination on the west coast (Alava Juan 2014).** Microplastics are in the water column, the substrate and in the tissues of shellfish (Takeda H 2013). So, here is the point of intervention: at the bottom of the food web, where microplastics are ingested by larval herring, and by zooplanktons which become food for herring juveniles and adults.

**Down there close to the bottom of the food web, we have a vulnerable population of tiny herring in their nursery habitat, immersed in waters full of microplastics, as are all the other larval forms of the other creatures populating this critical tidal zone.** We know that these microplastics absorb toxins at a great rate (Takada, H. 2013) and carry them into the gut and tissues of all those immature creatures (Ross,P 2015). As these creatures are eaten in turn, the toxins biomagnify up the food web. Juvenile salmon eat about 2-7 particles per day, a returning adult salmon about 91 particles, and a humpback whale about 300,000 particles per day (Ross P 2015). This is how biomagnification works, and this is why Orca calves die, as flame retardants used on aquaculture plastic equipment are fed to them in their mothers milk.

It's important to remember that we humans, at the top of the food web, are subject to the same effects.

**So what can be done? First we must stop any more microplastics from entering this habitat so vital to the survival of the marine ecosystem of Georgia Strait.** This means stopping the geoduck aquaculture in the intertidal zone. This form of cultivation is entirely dependent on PVC pipe and plastic netting – 8 miles of pipe/ 43,500 pipes per acre, and each one netted. PVC plastic is extremely toxic, and not designed to withstand ocean conditions (Case Inlet 2010). The microplastic particles eroded from PVC would certainly poison thousands of herring larvae and, given that the oysters are already taking up microplastics, add more toxins to the diet of humans as well (Sussarellu R et al 2015).

**How fortunate the Trust banned fin fish aquaculture from Trust waters.** Now that we know the specific toxic chemicals and the specific ways microplastics move up through the food web, we can take steps to prevent further contamination. Enough is known to take steps, particularly about polyvinyl chloride/PVC (Case Inlet 2010).

**The Trust must deny this industry the opportunity to fill our spawning and nursery grounds with toxins that would threaten the survival of everything from herring to whales. The Trust can use it's maritime committee to inform itself and meanwhile apply the precautionary principle – now that science is discovering the dimensions of this problem – and prevent the toxins in PVC materials entering the marine food web. It is important to act now. Unlike many other risks to the environment, plastics do not go away. They are predicted to stay and accumulate in the environment for thousands of years.**

**More can be done: Plastics can be systematically phased out of current shellfish aquaculture practices.** Now that it is clear that microplastics are taken into the tissue of oysters, mussels and other

shellfish grown for food (Takeda H, 2013 Sussarellu et al 2015)) we can hope that the Ministry of Environment will take action, and Food and Safety Canada will legislate limits to the amount of plastic particles allowed in each shellfish sold for human consumption.

**The Trust can advocate for an ecosystem based / best practices approach:** though the shellfish industry is branded as such, there is nothing sustainable about an industry that depends on plastic to the extent that every other living creature in the surrounding waters is compelled to ingest toxic microplastic particles to their severe detriment.

With increasing CO2 in the atmosphere creating increasing acidity in our oceans, our concern must be for all the tender larval life forms spawned into the intertidal and subtidal zones, especially those who must form shells: concern for their survival and concern because their larvae feed the herring. How will they all survive? How will the all the others, above them in the food web, eat if the larvea don't survive?

**Also in the high intertidal zone are the spawning grounds for Pacific sand lance and surf smelt, in W1 our Marine Conservation Zone.** These forage fish feed everything from salmon to humpbacks to sea birds and blue herons. Their eggs and larvae are equally vulnerable to microplastics, and their role as forage fish in the food web is equally critical.

We have to protect and restore the habitat populated by their mature forms, the intertidal and subtidal zones, where eel grass, seaweeds, kelp and other vegetation grow. When we protect and restore these areas, and maintain their biodiversity, we protect the place where much of the zooplankton are generated, and the young are sheltered in salt marshes or eel grass or kelp forests. **If we want to preserve marine food security we have to protect the zones where the food is generated from parent species of crabs, fish, snails, barnacles, starfish and especially protect the spawning grounds of forage fish.**

**Finally, I join with my colleague, Barbara Mills, representing the DI Forage Fish Group and ADIMS, in asking for your support for the creation of a Marine Protected Area here, based on DFO's designation of this area as an EBSA, and encompassing all the vital spawning grounds of the herring - and perhaps more –**

Knowing how the marine food web functions, we have identified that we can intervene right at the bottom of the food web: the most effective point: there we can stop microplastics and toxins from entering the marine ecosystem and also protect the marine habitats that generate the zooplanktons that feed all the other creatures.

Overall, we can work together for a Marine Protected Area, which would bring together different interests within an ecosystem based plan, offering this area and the whole of Georgia Strait improved chances of flourishing in the future.

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<http://www.nanaimobulletin.com/news/311060491.html?mobile=true> - good images here  
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Bendell, L.I., P. Gallagher and L. Wood. 2016. Stewarding the Sound; the challenge of managing sensitive ecosystems. Editors. Under review for Island Press

**From:** plamb@shaw.ca [mailto:plamb@shaw.ca]  
**Sent:** Monday, February 29, 2016 2:13 PM  
**To:** Jas Chonk  
**Subject:** Trust Council delegation

Jas, I would like to register as a delegation to Council on March 23rd on climate change and the 2016/17 budget. I have already submitted a letter to Council on the subject and attach a copy for your information.

Peter Lamb  
250-537-4859

## Comments on the Draft 2016/17 Islands Trust Budget

*Submitted by Peter Lamb. Feb 16, 2016*

This submission is based on conversations I have had with a number of other residents concerned about the future of our islands and the planet.

Once again, it is astonishing and profoundly disappointing that Trust Council is not adequately addressing the critical issue of climate change in its 2016/17 budget.

One would have thought that the outcome of the Conference of the Parties (COP21) in Paris last December would have energized governments at all levels to take more urgent and effective actions to reduce greenhouse gas emissions. Certainly, the new Canadian Government has made climate action a top priority and the BC Provincial Government has stated similar concerns in their Climate Leadership Plan. In fact, this Plan acknowledges that their 2020 target will not be met.

Is it Trust Council's intention to ignore both these strong initiatives and do little or nothing new at the local level? It is at the local level that public awareness of the problem and policies for action can have their greatest effect. It would also seem detrimental to the Trust's good reputation to be so out of step with federal and provincial policies on climate action.

Indeed, it seems that Trust Council is reducing its focus on climate action in its first budget since Paris. I could not even find the words "climate change" or "climate action" anywhere in the budget documents or even in the current Strategic Plan that Council adopted last September.

While "Reducing GHG emissions" had been included as a strategic objective in both the 2008/11 and 2011/14 Strategic plans, it has disappeared in the current Strategic Plan. I realise that "Reduce community ecological footprint" as an objective in the current Plan might be seen as giving continued attention to the issue but there is nothing explicit in the proposed activities that suggests that Trust Council itself is prepared, or is pressing Local Trust Committees, to take action to implement real changes in land-use planning.

Strategy 3.1 of the current Strategic Plan merely speaks of developing a "Project Charter and cost estimates for development of an Integrated Community Sustainability Plan for one or more LTAs" with only SSI LTC making an application for funding. **This does not reflect the sense of urgency that the climate crisis demands.** In addition, there is no detail given of the elements to be contained in such a Sustainability Plan although reducing GHG emissions surely must be a priority.

Strategy 3.2 of the current Strategic Plan states "Support efficient and sustainable transportation systems and infrastructure". This is clearly a key strategy in the Trust area to address GHG emission reduction but its status is shown as "Not due and Not started"

What urgent actions should Trust Council be taking to effectively respond to the issue?

First, Establish a Task Force of trustees to review Trust climate action policies and initiatives taken to date and report progress to the June, 2016 Trust Council and to the public. This would give the issue more focus and show that the Trust takes the climate crisis seriously.

Second, provide an update to the public on GHG reduction targets that have been established in all OCPs and the extent to which LTCs have amended Land Use Bylaws or adopted other means to implement those policies. Your own and provincial tool-kits set out new planning tools that would support reduction of GHG emissions in all Trust Areas, including Development Permit Areas, Development Approval Information Bylaws , new zoning bylaws and Transfer of Development Potential. For example, the Salt Spring Island OCP (A.6.2 policies) provided for carbon budgets, energy efficiency and climate change adaptation and mitigation impacts to be addressed as well as utilizing a Development Approval Information Bylaw.

Third, work closely with Regional Districts where necessary to coordinate and make progress on climate actions across the Trust area.

Fourth, with reference to specific budget items, the section on Strategic Plan objectives (\$145,000) includes:

- a. "State of the Islands Report" (\$35,000) which should, in my view, address the impact of climate change on the Trust area and the extent to which the islands have adapted to and/or mitigated the effects of climate change.
- b. "Review of Victoria office location" (\$35,000) which, given the extended delay in the SSI incorporation study process, is not as pressing as initially expected and some of that budget could be reallocated to address climate action work.
- c. "... identify which Policy Statement topics to update/add" (\$47,000) and I urge Council to include the items listed in Trust Council resolutions passed in March, 2015 referring to the Blue Dot initiatives.

Beyond the practical and moral necessities of explicitly including climate change in budget items, Trust Council may wish to consider the implications of lost funding opportunities as future Federal funding initiatives are expected to target communities that prioritize climate action.

We look forward to meaningful changes in the final Trust Council 2016/17 budget.



Islands Trust

**March 2016 Islands Trust Council  
Session 7**

**Islands Trust Transition Plan**

**4:30 p.m. – 5:00 p.m., Wednesday, March 23, 2016**

**Purpose:** To receive an update on the Islands Trust Transition Plan in relation to the Salt Spring Island Incorporation process.

**Resources:** Russ Hotsenpiller, Chief Administrative Officer

**Documents:** Attached briefing report on the Transition Plan

<b>TIME</b>	<b>TOPIC</b>	<b>WHO</b>
4:30 – 4:45 p.m.	<b>1. Update</b>	Russ Hotsenpiller
4:45 – 5:00 p.m.	<b>2. Questions</b>	All



At this time the Transition Plan has not been developed to the degree that it would comprehensively address how the Islands Trust will adjust to anticipated impacts of Salt Spring's incorporation. Trust Council has previously received the "Islands Trust Impact Analysis", released in March 2015 by Urban Systems, and participated in a workshop evaluating options for adaptation. The Transition Plan will synthesize these findings and provide a more detailed plan to move into the future. The earliest this work could be completed would be the summer of 2016.

Accordingly, it is recommended that:

- Delivery of the Islands Trust Transition Plan is rescheduled to June of 2016;
- That the Islands Trust engage with the Ministry to access further funding to assist in the delivery of the Transition Plan;
- That the municipal incorporation agreement between the Islands Trust and the Province be updated (previously approved by Trust Council as a strategic priority), and
- That the Islands Trust develops a comprehensive communications strategy associated with the development of the Transition Plan and Adaptation Strategy, to ensure that the public is aware of the role the Islands Trust is undertaking and the products it will provide.

The recommended change in timeline for development of the Transition Plan maintains the sequence of events as originally prescribed, that being that the community and other stakeholders will have knowledge of how the Islands Trust plans to adapt its operations and programs well in advance of any potential incorporation vote.

Discussions have recently been held with Ministry staff and ADM Faganello with regard to a summer delivery of the Transition Plan, and they have acknowledged the change in schedule and understand the reasons for the delay. They communicated that it is important that the information is provided in a logical sequence, that being prior to the Salt Spring community voting on a potential incorporation, that the public has all relative information available to it, including the Transition Plan. The Ministry has also confirmed that it has reviewed the Adaptation Principles and Objectives as adopted by Trust Council and are substantially in accordance with them.

Accordingly, if the Transition Plan is adopted in June and the incorporation study is delivered in November, that should provide enough time for the public to understand the potential impacts of incorporation to the Trust and the key strategies and changes identified in the Transition Plan to allow for a viable future for the organization.

It is therefore recommended that the Strategic Plan, 2014-2018, Section 7.1.2 be amended to reflect the new timeline.

**ATTACHMENT(S):**

1. Project Charter (w proposed amendments)
2. Letter from ADM Faganello dated February 15, 2016

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**AVAILABLE OPTIONS:**

1. To amend the Strategic Plan to allow for the delivery of the Islands Trust Transition Plan for June 2016.
2. Any alternatives identified by Trust Council.

**FOLLOW-UP:**

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**Prepared By:** Russ Hotsenpiller, Chief Administrative Officer

**Reviewed By/Date:** Executive Committee, March 9, 2016

# [Transition Plan] - Project Charter v2

[Executive Committee]

Date: March 2, ; Updated:

**Purpose** To develop a Transition Plan that outlines how the Islands Trust will initially adapt to the incorporation of Salt Spring Island (SSI), should the community vote to incorporate in the summer of 2016. The Transition Plan will cover the period of approximately one year following such a vote.

**Background** Responding to requests from the three local government officials on SSI, the provincial government is funding a SSI incorporation study, with a preliminary report released on Nov.1 2015. A final report is due March 2016, with a referendum likely in June 2016. The ministry also funded the Islands Trust Impact Analysis, released in March 2015 to provide Trust Council with information about related impacts. In June 2015, Trust Council instructed the Executive Committee and the Financial Planning Committee to make development of an Adaptation Strategy a top work program priority. In December 2015, the Trust Council adopted a Strategic Plan that identifies a 'Transition Plan' and an 'Adaptation Strategy'.

## Objectives

- Identify expected impacts to the Islands Trust during the first year after a 'YES' vote re incorporation on SSI
- Identify principles, objectives and options to adapt in the first year (approx.)
- Identify a time line, principles & objectives for an 'Adaptation Strategy'

## In Scope

- ID of expected impacts in 1st yr
- ID of principles, objectives and options to adapt to expected impacts in 1st yr (approx.)
- Internal discussions with EC, FPC and staff (including retired)
- External input (e.g. ministry and CRD staff) re impacts.
- Contract assistance, as necessary

## Out of Scope

- Identification of impacts and potential adaptations beyond the 1-year period after a 'YES' vote, except as they relate to a time-line, principles and objectives for an Adaptation Strategy' (to be prepared only if there is a 'YES' vote).
- Public consultation

## Workplan Overview

Deliverable/Milestone	Date
Draft Project Charter and initial Table of Contents reviewed by FPC for comment	November 18 2015
Project Charter approved by EC	November 25 2015
Briefing to Trust Council with adopted Project Charter and draft Table of Contents for comment. EC decision re terminology for a Transition Plan & Adaptation Strategy. TC adoption of principles and objectives re AS.	December 9, 2015
Preparation of drafts for review by EC and FPC, and other input	Jan—Feb, 2016 April May 2016
Adoption of Transition Plan by Trust Council	March, 2016-June 2016

## Project Team

CAO (Hotsenpiller)	Project Manager
Cindy Shelest, DAS	Contributor/reviewer
David Marlor, DLPS	Contributor/reviewer
Lisa Gordon, DTAS	Contributor/reviewer

Budget Source: MCSCD specific grant

Fiscal	Item	Cost
2015/16	Contract Assistance	TBD
	<b>Total</b>	TBD <b>172</b>

### CAO Approval:

R. Hotsenpiller

### Date:

### EC Endorsement:

Resolution #: 7.4.12

**Date: Nov. 25, 2015**



Ref: 166015

February 15, 2016

Mr. Mark Aston, Chair  
Salt Spring Island Incorporation Study Committee

Email: [lfc-treble2001@shaw.ca](mailto:lfc-treble2001@shaw.ca)

cc: The Honourable Peter Fassbender, Minister ([CSCD.Minister@gov.bc.ca](mailto:CSCD.Minister@gov.bc.ca))  
Ms. Jacqueline Dawes, Deputy Minister ([Jacquie.Dawes@gov.bc.ca](mailto:Jacquie.Dawes@gov.bc.ca))  
Mr. Wayne McIntyre, Electoral Area Director ([ssidirector@crd.bc.ca](mailto:ssidirector@crd.bc.ca))  
Mr. George Grams, Local Trustee ([ggrams@islandstrust.bc.ca](mailto:ggrams@islandstrust.bc.ca))  
Mr. Peter Grove, Local Trustee ([pgrove@islandstrust.bc.ca](mailto:pgrove@islandstrust.bc.ca))  
Mr. Robert Lapham, Chief Administrative Officer ([rlapham@crd.ca](mailto:rlapham@crd.ca))  
Mr. Russ Hotsenpiller, Chief Administrative Officer ([rhotsenpiller@islandstrust.bc.ca](mailto:rhotsenpiller@islandstrust.bc.ca))  
Ms. Linda Galeazzi, Senior Planning Analyst ([linda.galeazzi@gov.bc.ca](mailto:linda.galeazzi@gov.bc.ca))

Dear Mr. Aston:

Further to the January 24, 2016, request from the Salt Spring Island Incorporation Study Committee for additional funding, I am very pleased to inform you of the decision to provide supplementary funding in the amount of \$135,000 to support additional work that is necessary or advisable in the completion of the incorporation study.

The purpose of the supplementary funding is to undertake the following work:

- preparation of a road condition assessment report by an independent consulting engineer;
- holding additional public events to disseminate the road assessment results;
- updating financial information in the study to match the property tax notices that will be issued in May; and
- research and analysis to address the issues and questions raised by the community and integrate the provincial restructure assistance offer after it is issued.

The Salt Spring Island incorporation study is complex and involves a significant amount of work by all parties involved, including the Ministry of Community, Sport and Cultural Development, Ministry of Transportation and Infrastructure, Capital Regional District, Islands Trust, the Committee and consultants. I anticipate that the Committee will continue to make every effort to complete its mandate in collaboration with the other parties.

.../2

Mr. Mark Aston, Chair

Page 2

Our staff will work with the Capital Regional District to amend the funding agreement as soon as possible to include the additional work and supplementary funding.

As the funding agreement amendment is not yet in place, please first ensure that the Capital Regional District has authorized any proposed contractual arrangements the Committee intends to pursue that rely on this supplementary funding.

I appreciate that the Committee would like to complete the study in a timely manner, as would the other parties. Based on the additional work that is necessary to complete the study, it makes sense for the time frame to be extended from March 31, 2016, to no later than November 30, 2016, consistent with what the Committee has proposed in the work plan submitted with the funding request.

Ms. Linda Galeazzi, the Ministry lead for this project, will be back in touch in the near future.

Sincerely,

Tara Faganello  
Assistant Deputy Minister  
Local Government  
Ministry of Community, Sport and Cultural Development

ADM:diary copy Branch:file copy Branch:diary copy  
Date Typed: February 10, 2016 Prepared by: GSB:LGaleazzi  
Document Location: [https://cscdeapprovals.gov.bc.ca/prod/documents/641/166015\\_adm\\_lg\\_gs\\_aston\\_supplementary\\_grant\\_funding\\_draft021216.docx](https://cscdeapprovals.gov.bc.ca/prod/documents/641/166015_adm_lg_gs_aston_supplementary_grant_funding_draft021216.docx)  
ARCS/ORCS#: 0280-30



Islands Trust

**March 2016 Islands Trust Council  
Session 8**

**Closed Session**

**8:30 a.m. – 9:15 a.m., Thursday, March 24, 2016**

**Purpose:**

1. To provide an update regarding general employee relations and provide trustees with an opportunity to ask questions regarding confidential labour relations and employee relations at the Islands Trust.
2. To approve previous minutes from Trust Council’s closed meeting December, 2015.

**Resources:** Russ Hotsenpiller, Chief Administrative Officer (Sections 1-2)  
Carmen Thiel, Legislative Services Manager (Section 2)

**Resolution:**

*That the Islands Trust Council meeting be closed to the public subject to Sections 90(1)(c),(g) and (i) of the Community Charter in order to consider matters related to:*

- *labour relations or other employee relations*
- *litigation affecting the Islands Trust, and*
- *receipt of advice that is subject to solicitor-client privilege;*

*and that CAO Russ Hotsenpiller be invited to attend the entire meeting, that other Islands Trust staff be invited to attend Part 2 of the meeting.*

<b>TIME</b>	<b>TOPIC</b>	<b>WHO</b>
8:30 - 9:10 a.m.	1. <b>Council/CAO Session</b>	Russ Hotsenpiller
9:10 - 9:15 a.m.	2. <b>Previous Closed Meeting Minutes*</b> a. <b>December 2015</b>	Carmen Thiel



Islands Trust

**March 2016 Islands Trust Council  
Session 9**

**Trustee Roundtable**

**9:45 a.m. – 10:30 a.m., Thursday, March 24, 2016**

**Purpose:** To provide trustees an informal opportunity to share LTC and Bowen Island Municipality updates and discuss topics of mutual interest within your respective communities

**Resources:** Russ Hotsenpiller, Chief Administrative Officer

<b>TIME</b>	<b>TOPIC</b>	<b>WHO</b>
9:45 – 10:30 a.m.	1. <b>Roundtable Discussion</b>	Peter Luckham (Chair)