



Islands Trust Council

Quarterly Meeting Agenda

Date: Tuesday, September 18, 2018

Location: Keats Camps Dining Hall
Keats Camps, Keats Island, BC

	Pages
1. CALL TO ORDER	
1.1 SQUAMISH NATION ADDRESS	
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That the Islands Trust Council approves the top priorities of the Executive Committee Work Program Report.	
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	That the Islands Trust Council approves the top priorities of the Financial Planning Committee Work Program Report.	
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	For information.	
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	By General Consent	
12.	NEW BUSINESS	
13.	CLOSED MEETING (Separate Agenda)	
	That the Islands Trust Council meeting be closed to the public subject to Section 90(1) of the Community Charter in order to consider matters related to:	
	(c) labour relations or other employee relations,	
	(g) litigation affecting the Islands Trust; and	
	(i) receipt of advice that is subject to solicitor-client privilege;	
	and that CAO Russ Hotsenpiller be invited to attend the closed session.	
14.	NEXT MEETING - November 6-8, Victoria	
15.	ADJOURNMENT	

ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2018-003

It was Moved by Vice-Chair Susan Morrison and Seconded by Vice-Chair George Grams:

That Islands Trust Council Bylaw No. 172, cited as "Islands Trust Financial Plan Bylaw, 2018/2019" be adopted.

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Susan Morrison	August 24, 2018	In Favour
Paul Brent	August 24, 2018	In Favour
Heather O'Sullivan	August 24, 2018	In Favour
George Harris	August 24, 2018	In Favour
Melanie Mamoser	August 24, 2018	In Favour
Peter Grove	August 24, 2018	In Favour
Sandy Pottle	August 24, 2018	In Favour
Kate-Louise Stamford	August 24, 2018	In Favour
Laura Busheikin	August 24, 2018	In Favour
Dianne Barber	August 24, 2018	In Favour
Brian Crumblehulme	August 24, 2018	In Favour
Jeanine Dodds	August 24, 2018	In Favour
Tony Law	August 24, 2018	In Favour
Sue Ellen Fast	August 24, 2018	In Favour
Alison Morse	August 24, 2018	In Favour
David Critchley	August 25, 2018	In Favour
Peter Luckham	August 25, 2018	In Favour
Derek Masselink	August 25, 2018	In Favour
Timothy Peterson	August 25, 2018	In Favour
Dan Rogers	August 25, 2018	In Favour
Ken Hunter	August 27, 2018	Opposed
Lee Middleton	August 30, 2018	In Favour
George Grams	September 6, 2018	In Favour
Alex Allen	September 6, 2018	In Favour

TRUSTEES VOTE NOT AVAILABLE

FINAL VOTE COUNT

23 IN FAVOUR
1 OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON SEPTEMBER 6, 2018.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE

ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2018-004

It was Moved by Vice-Chair Susan Morrison and Seconded by Vice-Chair George Grams:

That Islands Trust Council Bylaw No. 173, cited as "Revenue Anticipation Borrowing Bylaw, 2018-2019" be adopted.

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Susan Morrison	August 24, 2018	In Favour
Paul Brent	August 24, 2018	In Favour
Heather O'Sullivan	August 24, 2018	In Favour
George Harris	August 24, 2018	In Favour
Melanie Mamoser	August 24, 2018	In Favour
Peter Grove	August 24, 2018	In Favour
Sandy Pottle	August 24, 2018	In Favour
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Dianne Barber	August 24, 2018	In Favour
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Jeanine Dodds	August 24, 2018	In Favour
Tony Law	August 24, 2018	In Favour
Sue Ellen Fast	August 24, 2018	In Favour
Alison Morse	August 24, 2018	In Favour
David Critchley	August 25, 2018	In Favour
Peter Luckham	August 25, 2018	In Favour
Derek Masselink	August 25, 2018	In Favour
Timothy Peterson	August 25, 2018	In Favour
Dan Rogers	August 25, 2018	In Favour
Ken Hunter	August 27, 2018	In Favour
Lee Middleton	August 30, 2018	In Favour
George Grams	September 6, 2018	In Favour
Alex Allen	September 6, 2018	In Favour

TRUSTEES VOTE NOT AVAILABLE

FINAL VOTE COUNT

24 IN FAVOUR
OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON SEPTEMBER 6, 2018.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE



DRAFT

Trust Council Minutes of Quarterly Meeting

Date: June 19-21, 2018

Location: Saturna Recreation and Cultural Centre
104 Harris Road, Saturna Island, BC

Members Present:

Peter Luckham, Chair, Thetis Island
Laura Busheikin, Vice-Chair, Denman Island Trustee
Susan Morrison, Vice-Chair, Lasqueti Island Trustee
George Grams, Vice-Chair, Salt Spring Island Trustee
Dianne Barber, North Pender Trustee
Alison Morse, Bowen Island Municipal Trustee
Lee Middleton, Saturna Island Trustee
Derek Masselink, North Pender Trustee
Timothy Peterson, Lasqueti Island Trustee
George Harris, Galiano Island Trustee
Tony Law, Hornby Island Trustee
Jeanine Dodds, Mayne Island Trustee
Brian Crumblehulme, Mayne Island Trustee
Paul Brent, Saturna Island Trustee
Alex Allen, Hornby Island Trustee
Peter Grove, Salt Spring Island Trustee
Sue Ellen Fast, Bowen Island Municipal Trustee
Sandy Pottle, Galiano Island Trustee
Melanie Mamoser, Gabriola Island Trustee
Heather O'Sullivan, Gabriola Island Trustee
Dan Rogers, Gambier Island Trustee
Kate-Louise Stamford, Gambier Island Trustee
Bruce McConchie, South Pender Island Trustee
David Critchley, Denman Island Trustee

Staff Present:

Russ Hotsenpiller, Chief Administrative Officer
Carmen Thiel, Legislative Services Manager
Clare Frater, Director, Trust Area Services
Julia Mobbs, Director, Administrative Services
Robert Kojima, Regional Planning Manager
Justine Starke, Island Planner
Mark van Bakel, IS and GIS Services Manager
Nigel Hughes, Computer Apps & Systems Technician
Lori Foster, Executive Coordinator

Regrets:

Ken Hunter, Thetis Island Trustee
Wendy Scholefield, South Pender Island Trustee

1. CALL TO ORDER

Chair Luckham called the meeting to order at 1:30 p.m. and acknowledged that the meeting was taking place in Coast Salish Territory of the SENĆOŦEN spoken peoples.

Chair Luckham introduced Councillor Toby Joseph of Tsawout First Nation who opened the meeting with drumming and song.

Local Trustees Brent and Middleton welcomed Trust Council to Saturna Island.

2. APPROVAL OF AGENDA

Trustee McConchie sought clarification regarding adopting item 4.2 the Top Priorities as presented today when tomorrow, a request for decision asks to amend the list.

Staff advised that list could be amended as needed.

By General Consent the agenda was approved as presented.

3. GENERAL BUSINESS ARISING

3.1 Resolutions Without Meeting - TC-RWM-2018-02

For information.

3.2 March 13-15, 2018 Trust Council Meeting Draft Minutes TC-2018-036

It was MOVED by Trustee Morrison and SECONDED by Trustee Grams, that Trust Council adopt the minutes of the March 13-15 Trust Council meeting with the following amendments:

- 2.1 and 6.1 Change Speculative to Speculation,
- 5.2 remove Local Planning Committee Chair before Trustee Allen,
- 7.2 add Trustee before Stamford,
- Town Hall speaker change Graham Bruce to Graham Brazier.

CARRIED

3.3 Trust Council Follow Up Action List

CAO Hotsenpiller noted item 1. First Nations work can be considered ongoing and part of regular business.

Trustee Rogers asked about the status of the Application Fee Bylaw for First Nations Engagement which was deferred to this Trust Council session.

Chair Luckham said Executive did not find anything substantially changed in the report and chose to send back to staff and to receive an updated version in the future.

TC-2018-037

It was MOVED by Vice-Chair Busheikin and SECONDED by Trustee Allen, that Item 1. First Nations training and workshops be removed from the follow-up action report with the understanding that this is ongoing Trust Council work.

CARRIED

The report was received for information.

3.4 Trustee Round Table

Trustees participated in a round table session highlighting local trust area business items and provided updates on recently attended meetings, forums and workshops. Chair Luckham noted a visit by the Lieutenant Governor of BC, The Honourable Janet Austin to North and South Pender in June.

4. EXECUTIVE

4.1 Chief Administrative Officer's Report

CAO Hotsenpiller summarized the reports he would be addressing on the agenda and updated Council on the office renovations in Victoria.

Trustee Middleton recognized Fiona MacRaid's work for Islands Trust with First Nations relationship building and asked about the status of the Saturna Official Community Plan review which is ongoing.

Staff responded that the work is ongoing.

The meeting recessed for a break at 3:07 p.m.

The meeting reconvened at 3:25 p.m.

4.2 Executive Committee Work Program Report

TC-2018-038

It was MOVED by Vice-Chair Busheikin and SECONDED by Trustee Brent, that the Islands Trust Council approves the top priorities of the Executive Committee Work Program Report as presented.

CARRIED

4.3 Continuous Learning Plan

TC-2018-039

It was MOVED by Trustee Morse and SECONDED by Trustee Fast, that Trust Council amend the Continuous Learning plan by removing the Legal and Governance topic, "subdivision authority and bare land strata" and keeping the *Water Sustainability Act*.

CARRIED

Trustee McConchie opposed

4.4 Strategic Plan Quarterly Report

CAO Hotsenpiller reviewed the quarterly update noting Objective 6. having completed 3 meetings with K'omoks First Nations.

Received for information.

4.5 Council Committee Review – RFD

CAO Hotsenpiller introduced the business case and work leading up to this request for decision.

TC-2018-040

It was MOVED by Trustee Brent and SECONDED by Trustee Allen,

That Trust Council direct that Trust Programs Committee and Local Planning Committee be merged into a single Planning and Policy Committee, THAT Trust Council Policies 2.3i, ii, iii, and iv be amended to reflect the change AND THAT the amended policies be presented to Trust Council in September for adoption.

Discussion on the motion followed.

Chair Luckham called the question.

TIED/DEFEATED

Trustees Masselink, Harris, Dodds, Crumblehulme, Brent, Grams, Luckham, Allen, Grove, Fast, O'Sullivan, McConchie for

Trustees Barber, Morse, Middleton, Peterson, Law, Busheikin, Morrison, Pottle, Mamoser, Rogers, Stamford, and Critchley opposed

TC-2018-041

It was MOVED by Vice-Chair Busheikin and SECONDED by Trustee Mamoser,

that Trust Council maintain the status quo and direct that specific improvements: trustee remunerations, maintaining working groups and electronic communications, be considered within the current structure to improve various service elements.

CARRIED

Trustee Masselink opposed

4.6 Chair's Report - Ocean Protection Plan Forum, March 20-21 2018 – Briefing

Trustee McConchie said the briefing needed clarifications which Chair Luckham agreed he would address.

Received for information.

**4.7 2018 Elections Administration – RFD
TC-2018-042**

It was MOVED by Vice-Chair Grams and SECONDED by Trustee Masselink,

1. That the Islands Trust Council agree to enter into service contracts with the following regional districts:

1. Nanaimo Regional District
2. Comox Valley Regional District
3. Cowichan Valley Regional District
4. Powell River Regional District
5. Sunshine Coast Regional District
6. Capital Regional District

for the purpose of sharing the costs of conducting elections; and

2. That the Islands Trust Council authorize the Chair and Legislative Services Manager to sign the service agreements on behalf of Council that will be substantially similar to the attached template, and which will allow for the use of mail ballots where authorized by the elections administration bylaws of the respective regional districts.

CARRIED

5. ELECTION BEST PRACTICES SESSION

Legislative Services Manager Theil presented a Power Point on best practices concerning conduct and potential trouble spots for staff, potential candidates and incumbents during the election season.

6. LOCAL PLANNING

6.1 Director of Local Planning Services Report

Regional Planning Manager Kojima summarized Director Marlor's report which highlighted upcoming cannabis legislation which could be similar to a liquor license referral and spoke on rezonings in the agricultural land reserve.

6.2 Local Planning Committee Work Program Report

Chair of the Local Planning Committee (LPC), Trustee Mamoser reviewed the report.

TC-2018-043

It was MOVED by Local Planning Committee Chair, Trustee Mamoser and SECONDED by Trustee Rogers,

that the Islands Trust Council approves the top priorities of the Local Planning Committee Work Program Report.

CARRIED

6.3 Housing Needs Assessments for the Northern and Southern Regions of Islands Trust – RFD

LPC Chair Mamoser reviewed the work of committee and staff regarding the assessments noting an amendment to the Northern report replacing ferry with water taxi.

TC-2018-044

It was MOVED by Local Planning Committee Chair, Trustee Mamoser and SECONDED by Trustee Peterson,

that Islands Trust Council request Staff to forward the Housing Needs Assessment, Northern Region of Islands Trust, dated June 2018, as amended, to planning staff and relevant local trust committees as amended.

CARRIED

TC-2018-045

It was MOVED by Local Planning Committee Chair, Trustee Mamoser and SECONDED by Trustee Masselink,

that Islands Trust Council request Staff to forward the Southern Gulf Islands Housing Needs Assessment, dated February 2018, to planning staff and relevant local trust committees.

CARRIED

TC-2018-046

It was MOVED by Local Planning Committee Chair, Trustee Mamoser and SECONDED by Trustee Masselink,

that Islands Trust Council request staff to return with a review and update of the recommendations in the report, "Community Housing in the Islands Trust Area (2016)", and make recommendations for how Islands Trust can help address the needs identified by the 2018 Housing Needs Assessments.

CARRIED

6.4 Telecommunications: Model Strategy for Antenna Systems - Final Report – RFD

TC-2018-047

It was MOVED by Local Planning Committee Chair, Trustee Mamoser and SECONDED by Trustee O'Sullivan,

that Islands Trust Council receive the Model Strategy for Antenna Systems dated May 3, 2018 for information and consideration of implementation.

There was discussion on how to implement the strategy including having the strategy return to Trust Council as policy with subsequent local trust committee adoption.

Chair Luckham called the question.

CARRIED

TC-2018-048

It was MOVED by Local Planning Committee Chair Trustee Mamoser and SECONDED by Trustee Crumblehulme,

That Islands Trust Council refer the Model Strategy for Antenna Systems dated May 3, 2018 to Local Trust Committees for information and consideration of implementation.

CARRIED

TC-2018-049

It was MOVED by Local Planning Committee Chair Trustee Mamoser and SECONDED by Trustee Grove,

that Trust Council consider including the ability to charge fees for telecommunication applications as part of suggested amendments to provincial legislation.

CARRIED

By General Consent the meeting was adjourned for the day at 5:31 p.m.

Wednesday, June 20, 2018

The meeting reconvened at 8:15 a.m. with 24 trustees present. Regrets: Trustee Hunter (Thetis) and Trustee Scholefield (South Pender).

7. NEW BUSINESS

7.1 Temporary Freighter Anchorages in SGI - Trustee McConchie – RFD

Trustee McConchie spoke to the request to amend the work program calling for a leadership role by Trust Council as this is a time sensitive issue.

TC-2018-050

It was MOVED by Trustee McConchie and SECONDED by Trustee Brent,

that Trust Council direct the Executive Committee to amend its work program to include “Advocacy regarding temporary freighter anchorages in the Southern Gulf Islands” as a Top Priority for the remainder of the current term.

CARRIED

7.2 Plastics and Microplastics in the Salish Sea - Trustees Law, Critchley and Rogers – RFD

Trustee Rogers spoke to this request for decision.

TC-2018-051

It was MOVED by Trustee Rogers and SECONDED by Trustee Critchley,

that Trust Council request the Chair to write to the federal Minister of the Environment and the Federal Ministry of Fisheries, Oceans and the Coast Guard with copies to the Prime Minister and the Leader of the Opposition urging them to support Parliamentary Motion M-151 made by Member of Parliament Gordon Johns and to take positive action on reducing the influx of plastics and micro plastics into Canadian waters.

CARRIED

7.3 Salt Spring, Bowen Island and SGI Rural Status - Trustee Grove, Fast and Morse – RFD

Trustee Grove spoke to this request for decision and the changes to the motion in the agenda package for consideration.

TC-2018-052

It was MOVED by Trustee Grove and SECONDED by Trustee Morse,

that Trust Council request the Chair to write to the Premier of British Columbia to request that the Province designate all islands in the Islands Trust Area as permanently eligible for Rural Dividend Program funding and other granting programs for rural communities, including the Islands Coastal Economic Trust.

CARRIED

TC-2018-053

It was MOVED by Trustee Grove and SECONDED by Trustee Crumblehulme, that Trust Council request the Chair to write to the federal Minister of Innovation, Science and Economic Development, responsible for Western Economic Diversification of Canada, to request that the Minister designate all islands in the Islands Trust Area as eligible for Community Futures funding and other granting programs for rural communities.

CARRIED

7.4 Research regarding Trust secretariat role to coordinating bodies Trustee Stamford – RFD

Trustee Stamford presented a minor change to the motion presented in the agenda package.

Discussion ensued regarding work program priorities under the time left in the term and staff availability.

TC-2018-054

It was MOVED by Trustee Stamford and SECONDED by Trustee Rogers, that Trust Council request staff to provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role for the Howe Sound Community Forum that considers the needs of existing and potential regional coordination processes in the Baynes Sound/Lambert Channel and Saanich Inlet regions and that the Trust Programs Committee is authorized to provide initial support if it deems it advisable out of its existing budget.

CARRIED

Trustee McConchie opposed

7.5 Trans Mountain Pipeline re Take a Stand - Trustee Grams RFD

Vice-Chair Grams introduced the request for decision, based on the Islands Trust mandate to preserve and protect.

Discussion on the recommendations as presented in the request ensued.

TC-2018-055

It was MOVED by Vice-Chair Grams and SECONDED by Trustee Fast, that Trust Council invite trustees to be signatories to an open letter to the federal government defining why Islands Trust Council opposes the expansion of the Trans Mountain pipeline and supports the action of the Province of British Columbia in seeking to protect our environment, our coast, and our coastal waters, AND THAT San Juan County councillors be invited to be co-signatories to the open letter.

CARRIED

TC-2018-056

It was MOVED by Vice-Chair Grams and SECONDED by Trustee Crumblehulme, that Trust Council approve an appropriation of surplus of \$65,000 into the 2018-19 budget to place an open letter to the federal government defining why the two governments oppose the expansion of the Trans Mountain pipeline in national and local newspapers as paid entry.

TC-2018-057

It was MOVED by Trustee Rogers and SECONDED by Vice-Chair Grams to amend the motion by removing the words “newspapers as paid entry” and insert the words “media sources” after the word local.

Chair Luckham called the question on the amended motion.

DEFEATED

Chair Luckham call the question on the original motion.

DEFEATED

TC-2018-058

It was MOVED by Vice-Chair Grams and SECONDED by Trustee Grove, that Trust Council request staff to prepare a communication strategy and materials regarding Trust Council’s open letter to the federal government about the expansion of the Trans Mountain pipeline.

CARRIED

Trustee Barber opposed

8. ADMINISTRATIVE SERVICES

8.1 Director of Administrative Services Report

Director Mobbs presented her report.

Trustee Critchley questioned the carbon footprint of corporate travel.

Director Mobbs indicated that travel is tracked.

8.2 Financial Planning Committee Work Program Report

TC-2018-059

It was MOVED by Trustee Grove and SECONDED by Trustee Morse, that the Islands Trust Council approve the top priorities of the Financial Planning Committee Work Program Report.

CARRIED

8.3 March 31, 2018 Audited Financial Statements – RFD

Director Mobbs answered a question on the perceived increase of legal expenses saying the current year is more accurate noting that in fiscal 2017 there was a cost recovery pertaining to some larger legal files.

TC-2018-060

It was MOVED by Trustee Grove and SECONDED by Trustee Brent, that Trust Council approves the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets and the Statement of Cash Flows, for the year ended March 31, 2018.

CARRIED

8.4 Specific Reserve Fund for LTC Projects – RFD

Director Mobbs spoke to an administrative oversight where this item should have come back to Trust Council for approval now being addressed.

TC-2018-061

It was MOVED by Trustee Grove and SECONDED by Trustee Crumblehulme, that Trust Council approves the creation of a specific reserve fund for LTC projects and approves an initial transfer to this fund of \$100,000 from the General Revenue Surplus Fund.

CARRIED

9. STRATEGIC PLAN 2014-2018 REPORT AND SESSION

CAO Hotsenpiller presented the Strategic Plan report items and status of each item calling this pre-work for the next Trust Council term.

Conversation and discussion featured the following points:

- Work not being done and why, monitoring of local trust committee uptake,
- No vision statement,
- Communications plans and developing a strategy,
- Crown land agreements, Douglas-fir protection, climate change, First Nations engagement, cooperation with other levels of government in creating personal relationships and strategic alliances, affordable housing, water quality and other strategic items,
- Changing the format of the strategic plan,
- If work is not completed it should be removed from the plan,
- Adding species at risk and support for a marine committee,
- Commendation to CAO Hotsenpiller for his report.

Trustee McConchie brought up a point of information noting that the Penders be identified as North and South.

The meeting recessed for a break 10:41 a.m.

The meeting reconvened at 10:55 a.m.

10. ISLANDS TRUST ACT AMENDMENTS RFD AND SESSION

CAO Hotsenpiller introduced the session giving an overview of the work to date and the use of the clicker system to assist in prioritizing the list and any added items of potential.

The results of the clicker survey for the added and current items were as follows:

1.	Support in principle for amending the <i>Islands Trust Act</i> to add "First Nations" to the list of those with whom we work "in co-operation."	100%
2.	Clarification of foreshore zoning authority.	100%
3.	Add language to the <i>Islands Trust Act</i> similar to <i>Local Government Act</i> s. 294 allowing for "incidental or conducive powers."	100%
4.	Include reference to the ecosystem in section 8.2 of the <i>Islands Trust Act</i> .	100%
5.	Ability to charge fees for telecommunication applications.	95%
6.	DPA Enforcement using tickets.	91.3%
7.	Add funding for provincial levy for Islands Trust Conservancy.	90%
8.	Adoption of Development Application Information Bylaws by LTCs.	81.8%
9.	Provision in act to provide positive obligation for cooperation from other ministries and districts.	79.2%
10.	Affordable Housing and Housing service amendments.	78.3%
11.	Allowance for Entry Warrants.	66.7%
12.	Expand executive committee by one person.	56.5%
13.	Development Permit and Temporary Use Permit delegation to Staff.	52.4%
14.	Business Licensing.	41.7%
15.	Power to regulate nuisances.	26.1%

TC-2018-062

It was MOVED by Vice-Chair Busheikin and SECONDED by Vice-Chair Grams,

That Trust Council endorse the list of *Islands Trust Act* potential amendments for further work by staff.

Discussion ensued regarding what is popular, a priority and preferred, CAO Hotsenpiller would focus on the top 6 items, and prepare the list for the UBCM in September.

CARRIED

Trustee Middleton opposed

11. COMMUNITY PRESENTATION - J. Campbell Farm and Abattoir

The meeting was recessed for lunch at 12:30 p.m.

Some trustees and staff boarded a bus to the J. Campbell Farm for a tour of the facilities.

The meeting reconvened at 2:02 p.m.

12. DELEGATIONS AND TOWN HALL

There were approximately 30 members of the public present.

Chair Luckham invited Trust Council to introduce themselves, and acknowledgement was made that the meeting was being held on Coast Salish territory of the SENĆOŦEN spoken peoples and it was an honor to be here.

12.1 M. Sketch re untapped potential in the Islands Trust / ALC Relationship

Michael Sketch presented a Power Point on the relationship between Islands Trust and the Agricultural Land Commission (ALC) asking that planning staff regard and work with the ALC legislation to protect agricultural lands.

12.2 J. Campbell re importance of maintaining a high standard for BC Meat

J. Campbell gave a presentation representing small scale agriculture on Saturna Island asking that the Islands Trust and the ALC encourage farm products on rural lands.

12.3 Salish Sea Renewable Energy Cooperative (SSREC)

Tom Mommeson and Risa Smith presented on the renewable energy coop with the desire to fully promote all facets of this plan. Currently, BC Hydro does not support net metering and the coop wants to apply for intervener status.

TOWN HALL

Dwayne Shaw from Mill Bay spoke regarding the Mill Bay marine group which manages the Port Browning marina resort and asked for a decision on the waste management application on the neighbouring property that has gone on for two years noting they have lost major investors over this issue and affected community relations.

Steven Lots from North Pender spoke on the misuse of ALR lands as a waste transfer site in Browning Harbour, lack of reinforcement while application in play has been going on for years citing bylaws and legislation.

Pricilla Ewbank from Saturna commented on being an islander and the multi-jurisdictional challenges being faced. She appreciated the First Nations engagement by the LTC.

Kristin moved to Pender Island from Central Saanich where she saw farm land rezoned changing to an urban community asking to protect agricultural lands.

Ann Burdette from North Pender read from a statement regarding her rezoning application and the distortion of her application that she has had to defend over a 6 year long process including a delegation present today.

Akasha Forest from Galiano member of the Salish Sea Renewable Energy Coop asked Islands Trust to advocate and be stakeholders to help us meet our climate targets.

Michael Sketch from North Pender spoke on amending the policy statement with a duty of care.

The meeting recessed for a break at 3:10 p.m.

The meeting reconvened at 3:25 p.m.

13. AGRICULTURAL LAND COMMISSION/ISLANDS TRUST SESSION

Agricultural Land Commission (ALC) Chair, Jennifer Dyson and Chief Executive Officer, Kim Grout presented a Power Point focusing on the Islands Trust area and geography. They answered

trustee questions, received in advance, and discussed with council cannabis legislation concerns, rezoning approvals meeting ALC conditions, carriage house provisions and farm status.

Segues in discussion touched on:

- ALC not in the business of restrictive covenants,
- Weak reinforcement capabilities,
- Work on LTC bylaws being consistent with ALR bylaws and the process for referrals,
- Inclusion of lands not meant as a conservation tool,
- Rezoning should meet ALC conditions prior to adoption in most cases.

Chair Luckham presented thank you gifts to Chair Dyson and CEO Grout for their visit and session.

By General Consent Trust Council approved the reordering of the agenda to address decision making items.

14. TRUST AREA SERVICES

14.1 Director of Trust Area Services Report

Director Frater reviewed her report and provided item updates.

14.3 Trust Fund Board Report

Trust Fund Board Chair, Trustee Law gave updates regarding the roll out of the official name change, upcoming member vacancies and a Lasqueti land acquisition.

14.4 NAPTEP Certificate Completion Extension - GB-NAP-2016.1 – RFD

Director Frater reviewed back ground regarding the extension.

TC-2018-063

It was MOVED by Trustee Law and SECONDED by Trustee Fast,

that the Islands Trust Council extend the timeline for issuing the Natural Area Protection Tax Exemption Certificate for NAPTEP application GB-NAP-2016.1 (Link Island) for one year, until June 2019.

CARRIED

14.5 Summary on Service Integration Review – Briefing

Trust Programs Committee Chair, Trustee Crumblehulme reviewed the service integration briefing and work to date. He talked about facilitating Trust Wide discussion on service integration and has been in talks with the CRD to co-sponsor these forums.

Trustee Rogers, a member of the TPC committee said these forums are a departure from the next processes that were agreed upon at the last TPC meeting.

TPC Chair Crumblehulme explained the unfolding of the forum discussions and apologized for the surprise.

Discussion followed regarding support, staffing, funding and logistics.

It was recommended Trustee Crumblehulme engage the Trust Programs Committee on how to proceed.

14.7 Climate Change Mitigation and Adaptation – RFD

Director Frater presented the request for decision explaining mapping capacity and possible funding sources.

TC-2018-064

It was MOVED by Trustee Crumblehulme and SECONDED by Trustee Fast, that Trust Council request Executive Committee and Trust Programs Committee to incorporate climate change themes during the engagement processes for the Policy Statement amendment project in 2018-19.

CARRIED

TC-2018-065

It was MOVED by Trustee Crumblehulme and SECONDED by Trustee Harris, that Trust Council request Trust Programs Committee to hire a consultant to develop a model to assess shoreline vulnerability to climate change impacts such as sea level rise and storm surge using a pilot area.

TC-2018-066

It was MOVED by Trustee Middleton and SECONDED Trustee Harris, that Trust Council table motion TC-2018-065.

CARRIED

Trustees McConchie, Fast, Allen, Morrison, Busheikin, Brent and Luckham opposed

TC-2018-067

It was MOVED by Trustee Fast and SECONDED Vice-Chair Busheikin, that Trust Council request staff to update and improve climate change information on the Islands Trust website and that Local Trust Committees and Bowen Island be encouraged to disseminate this information in their communities.

CARRIED

14.8 2017-18 Annual Report – RFD

TC-2018-068

It was MOVED by Vice-Chair Grams and SECONDED Vice-Chair Morrison, that the Islands Trust Council approves the 2017-2018 Draft Annual Report (as amended) for submission to the Minister of Municipal Affairs and Housing.

CARRIED

14.6 Legislative Monitoring - Briefing

Received for information.

Chair Luckham recessed the meeting at 5:21 p.m.

Thursday, June 21, 2018

Chair Luckham reconvened the meeting at 8:15 a.m. with 20 trustees present. Regrets: Vice-Chair Busheikin (Denman), Trustee Hunter (Thetis), Trustee Scholefield (South Pender), Trustee Masselink (North Pender), Trustee Allen (Hornby), Trustee Pottle (Galiano).

By General Consent Trust Council approved the reordering of the agenda to address decision making items and defer the closed meeting to the end of the meeting.

17.4 Disposition of Delegations and Town Hall Requests

TC-2018-069

It was MOVED by Trustee Middleton and SECONDED by Trustee Brent,
that Trust Council request that the Chair write to the provincial review process about BC Hydro net metering to comment that net metering is an important element of making solar energy viable in the Trust Area.

CARRIED

TC-2018-070

It was MOVED by Trustee Middleton and SECONDED by Trustee Brent,
that Trust Council request that the Executive Committee work with regional districts in the Trust Area to develop a strong, united voice in support of solar energy.

CARRIED

TC-2018-071

It was MOVED by Trustee Brent and SECONDED by Trustee Fast
To untangle motion TC-2018-065.

CARRIED

Chair Luckham called the question on TC-2018-065

DEFEATED

14.2 Trust Programs Committee Work Program Report

Chair of the Trust Programs Committee, Trustee Crumblehulme introduced Director Frater to speak on the work program changes currently being considered.

TC-2018-072

It was MOVED by Trustee Crumblehulme and SECONDED by Trustee Brent,
That Trust Council endorse the top priorities of the Trust Programs Committee in the following order:

- Service integration and delivery,
- Trust Secretariat,
- Policy Statement review.

CARRIED

TC-2018-073

MOVED by Trustee O'Sullivan and SECONDED by Trustee Mamoser,
As part of the service integration review, Trust Programs Committee consider service integration around Ministry of Transportation and Infrastructure (MoTI) road standards.

CARRIED

TC-2018-074

It was MOVED by Vice-Chair Morrison and SECONDED by Vice-Chair Grams,
that the Executive Committee's Top Priorities be amended by placing the Trans Mountain pipeline communication at #1., advocacy regarding Southern Gulf Islands temporary anchorages at #2., Islands Trust act amendments at #3., and that oil spill shipping safety, revisions to Crown Land Protocols and Islands Trust Policy Statement be moved to the Projects list.

CARRIED

16. CORRESPONDENCE

16.1 Minister Garneau response letter re anchorages

Received for information.

17. SUMMARY / UPDATES

17.1 Trustee Updates

Trustees provided summary updates on the various committees to which they belong.

Trustee Law commented on the Ferry Advisory Committee that a good chunk of service had been restored by the province but only on a temporary basis. MLA's were contacted to keep the service permanent.

Gulf Island National Park Reserve was commented on by Trustee Middleton that the park management plan was not endorsed.

Vice-Chair Grams reported on the status of Salt Spring Island Watershed Protection Alliance (SSIWPA) strategic planning session, awaiting a draft report to amend the plan and transferring the website built to a consultant.

Howe Sound Community Forum was reported out by Trustee Stamford noting MLA attendance at the Furry Creek meeting and representatives from the Squamish First Nations Council.

Trustee McConchie had nothing more to report on the Freighter Roundtable reminding Trust Council the anchorages RFD contains vast amounts of information.

17.2 Priorities Chart

TC-2018-075

It was MOVED by Vice-Chair Morrison and SECONDED by Trustee Fast,
that the Executive section of the Islands Trust Top Priority Chart be approved as amended.

CARRIED

17.3 Proposed September 18-20, 2018 Trust Council Agenda Program

Received for information.

18. NEXT MEETING - September 18-20, 2018 Gambier/Keats

Trustee Stamford commented on travel logistics to the associated island of Keats.

At 9:18 a.m. the meeting was closed to the public.

15. CLOSED MEETING (Separate Agenda)

TC-2018-076

It was MOVED by Vice-Chair Morrison and SECONDED by Vice-Chair Grams,
that the Islands Trust Council meeting be closed to the public subject to Section 90(1) of the
Community Charter in order to consider matters related to:

(c) labour relations or other employee relations,

(g) litigation affecting the Islands Trust; and

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

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

CARRIED

19. ADJOURNMENT

By General Consent the meeting was adjourned at 10:00 a.m.

Peter Luckham, Chair

Certified Correct

Lori Foster, Executive Coordinator

Follow Up Action Report

Trust Council

Chief Administrative Officer

No	Activity	Activity	Responsibility	Target Date	Status
1	06-Dec-2016	That Trust Council approve in principle a review of the Islands Trust Act.	Russ Hotsenpiller		On Going
2	14-Mar-2018	Staff to prepare a short list of legislative amendments for the June 2018 Trust Council meeting and that a working session be scheduled to develop a prioritized list of potential amendments. That a public engagement plan regarding legislative change be developed and presented to Trust Council.	Russ Hotsenpiller Andrew Templeton	06-Jun-2018	On Going
3	19-Jun-2018	Trust Council endorse the list of <i>Islands Trust Act</i> potential amendments for further work by staff and prepare the list for the UBCM in September.	Russ Hotsenpiller	10-Sep-2018	On Going
4	19-Jun-2018	That Trust Council amend the Continuous Learning plan by removing the Legal and Governance topic, "subdivision authority and bare land strata" and keeping the <i>Water Sustainability Act</i> .	Russ Hotsenpiller	31-Jul-2018	Done
5	19-Jun-2018	Trust Council maintain the status quo (re council committees) and direct that specific improvements: trustee remunerations, maintaining working groups and electronic communications, be considered within the current structure to improve various service elements.	Russ Hotsenpiller	31-Jul-2018	On Going

Follow Up Action Report

Director, Administrative Services

No	Activity	Activity	Responsibility	Target Date	Status
1	14-Mar-2018	Financial Plan Bylaw No. 172 and Revenue Anticipation Bylaw No. 173 be forwarded to Minister of Municipal Affairs and Housing for approval.	Julia Mobbs Jas Chonk	28-Mar-2018	Done
2	19-Jun-2018	Trust Council approves the creation of a specific reserve fund for LTC projects and approves an initial transfer to this fund of \$100,000 from the General Revenue Surplus Fund.	Julia Mobbs	31-Aug-2018	Done

Follow Up Action Report

Director, Local Planning Services

No	Activity	Activity	Responsibility	Target Date	Status
1	20-Jun-2017	Provide recommendations to Trust Council for adding protection of Species at Risk to the Strategic Plan.	David Marlor Clare Frater	28-Jul-2017	On Going
2	13-Mar-2018	That Trust Council endorse Local Planning Committee recommendation to hold a workshop for Trust Council on Shoreline Planning and that Trust Council add this topic to its ongoing learning plan for the 2019 calendar year.	David Marlor	16-Jan-2019	Done
3	13-Mar-2018	That Trust Council authorize Staff to withdraw the Islands Trust from the North Shore Bylaw Notice Dispute Adjudication Registry by giving six months written notice to the parties to the North Shore Bylaw Notice Dispute Adjudication Registry Agreement. that Trust Council authorize Staff to obtain dispute resolution services directly from Mediate BC.	David Marlor Miles Drew	11-Apr-2018	Done
4	13-Mar-2018	That the Executive Committee provide recommendations to Trust Council on means to address compensation for First Nations site visits to the June Trust Council meeting.	David Marlor	18-Sep-2018	On Going
5	13-Mar-2018	That Trust Council Policy 2.1.14 History, Heritage and Conservation Grants in-aid as amended by adding section 3.5 With the approval of affected local trust committees or island municipality, be adopted.	David Marlor Jas Chonk	20-Apr-2018	Done
6	19-Jun-2018	Islands Trust Council request staff to return with a review and update of the recommendations in the report, "Community Housing in the Islands Trust Area (2016)", and make recommendations for how Islands Trust can help address the needs identified by the 2018 Housing Needs Assessments.	David Marlor	03-Dec-2018	On Going

Follow Up Action Report

7	19-Jun-2018	That Islands Trust Council refer the Model Strategy for Antenna Systems dated May 3, 2018 to Local Trust Committees for information and consideration of implementation.	David Marlor	23-Aug-2018	On Going
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Follow Up Action Report

Director, Trust Area Services

No	Activity	Activity	Responsibility	Target Date	Status
1	16-Sep-2015	Identify and act on opportunities re freighter anchorages.	Clare Frater		On Going
2	19-Jun-2018	That Trust Council request the Chair to write to the federal Minister of the Environment and the Federal Ministry of Fisheries, Oceans and the Coast Guard with copies to the Prime Minister and the Leader of the Opposition urging them to support Parliamentary Motion M-151 made by Member of Parliament Gordon Johns and to take positive action on reducing the influx of plastics and micro plastics into Canadian waters.	Clare Frater	20-Jul-2018	Done
3	19-Jun-2018	Trust Council request the Chair to write to the Premier of British Columbia to request that the Province designate all islands in the Islands Trust Area as permanently eligible for Rural Dividend Program funding and other granting programs for rural communities, including the Islands Coastal Economic Trust.	Clare Frater	31-Jul-2018	Done
4	19-Jun-2018	Trust Council request the Chair to write to the federal Minister of Innovation, Science and Economic Development, responsible for Western Economic Diversification of Canada, to request that the Minister designate all islands in the Islands Trust Area as eligible for Community Futures funding and other granting programs for rural communities.	Clare Frater	31-Jul-2018	Done
5	19-Jun-2018	Trust Council request staff to provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role for the Howe Sound Community Forum that considers the needs of existing and potential regional coordination processes in the Baynes Sound/Lambert Channel and Saanich Inlet regions and that the Trust Programs Committee is authorized to provide initial support if it deems it advisable out of its existing budget.	Clare Frater	31-Aug-2018	On Going

Follow Up Action Report

6	19-Jun-2018	Trust Council invite trustees to be signatories to an open letter to the federal government defining why Islands Trust Council opposes the expansion of the Trans Mountain pipeline and supports the action of the Province of British Columbia in seeking to protect our environment, our coast, and our coastal waters, AND THAT San Juan County councillors be invited to be co-signatories to the open letter.	Clare Frater	07-Sep-2018	Done
7	19-Jun-2018	Trust Council request staff to prepare a communication strategy and materials regarding Trust Council's open letter to the federal government about the expansion of the Trans Mountain pipeline.	Clare Frater	31-Aug-2018	Done
8	19-Jun-2018	That the Islands Trust Council extend the timeline for issuing the Natural Area Protection Tax Exemption Certificate for NAPTEP application GB-NAP-2016.1 (Link Island) for one year, until June 2019.	Clare Frater	31-Aug-2018	On Going
9	19-Jun-2018	Trust Council request staff to update and improve climate change information on the Islands Trust website and that Local Trust Committees and Bowen Island be encouraged to disseminate this information in their communities.	Clare Frater	31-Aug-2018	On Going
10	19-Jun-2018	Islands Trust Council approves the 2017-2018 Draft Annual Report (as amended) for submission to the Minister of Municipal Affairs and Housing.	Clare Frater	31-Jul-2018	Done
11	19-Jun-2018	That Trust Council request that the Chair write to the provincial review process about BC Hydro net metering to comment that net metering is an important element of making solar energy viable in the Trust Area.	Clare Frater	31-Aug-2018	On Going
12	19-Jun-2018	Trust Council request that the Executive Committee work with regional districts in the Trust Area to develop a strong, united voice in support of solar energy.	Clare Frater		On Going
13	20-Jun-2018	Chair thank you letters to the June Islands Trust Council delegates and community presenters.	Clare Frater	03-Jul-2018	Done

Follow Up Action Report

Executive Coordinator

No	Activity	Activity	Responsibility	Target Date	Status
1	19-Jun-2018	Islands Trust Council request Staff to forward the Housing Needs Assessment, Northern Region of Islands Trust, dated June 2018, as amended, to planning staff and relevant local trust committees as amended.	Lori Foster	31-Jul-2018	Done
2	19-Jun-2018	Islands Trust Council request Staff to forward the Southern Gulf Islands Housing Needs Assessment, dated February 2018, to planning staff and relevant local trust committees.	Lori Foster	31-Jul-2018	Done

Follow Up Action Report

Legislative Services Manager

No	Activity	Activity	Responsibility	Target Date	Status
1	14-Mar-2018	That the Islands Trust Council amend Policy 2.3.1 Council Committee System and Policy 2.4.3 Executive Committee Election, as indicated in attachments 1 and 2 to the report, to reflect legislative changes to trustees terms of office and the election date.	Carmen Thiel Jas Chonk	20-Apr-2018	Done
2	14-Mar-2018	Staff to conduct an RWM to adopt Trust Council Election Procedures Bylaw No. 124.	Carmen Thiel Jas Chonk	18-Apr-2018	Done
3	19-Jun-2018	That the Islands Trust Council agree to enter into service contracts with the following regional districts: Nanaimo Regional District, Comox Valley Regional District, Cowichan Valley Regional District, Powell River Regional District, Sunshine Coast Regional District, Capital Regional District for the purpose of sharing the costs of conducting elections. That the Islands Trust Council authorize the Chair and Legislative Services Manager to sign the service agreements on behalf of Council that will be substantially similar to the attached template, and which will allow for the use of mail ballots where authorized by the elections administration bylaws of the respective regional districts.	Carmen Thiel	20-Oct-2018	Done

Manager, Islands Trust Fund

No	Activity	Activity	Responsibility	Target Date	Status
1	14-Jun-2016	Issue NAPTEP certificate subject to survey, covenant and baseline report.	Jennifer Eliason		On Going

Date: Aug 28, 2018

**September 2018 Trust Council
Keats Island**

As the last quarter of the term draws to a close, the organization has focused upon concluding prioritized projects of Trust Council and local trust committees while preparing the way for a new Trust Council. The organization has responded over the last three months to direction by Trust Council to focus on Trans Mountain pipeline advocacy, anchorages and *Islands Trust Act* amendments. The ruling by the Federal Court of Appeal to quash construction of the pipeline has turned on issues important to the Trust: environmental/wildlife impacts, First Nations consultation and tanker traffic, validating the priorities of Council.

Forest Lands and Natural Resource Management

Senior staff met with FLNRO to discuss collaboration regarding applications for foreshore leases, particularly with regard to dock construction. FLNRO is undertaking some master planning to address First Nations concerns with the proliferation of docks and recreational water uses and the impact to the foreshore environment and archeological values. Staff will continue to develop this relationship and provide advice and cooperation as this program is developed.

General discussion resumed regarding the potential for an agreement for the Islands Trust to assume some authority for leases within the Trust Area. The next step is a briefing note by senior FLNRO staff to the executive level of the Ministry.

Service integration

Following the forum on service integration in Sidney on August 13, the next anticipated step is to receive the options report by the Salt Spring Island governance groups on service improvement options. It is anticipated that the report will be public on September 12. The working group indicated to the community that they would wait to receive the report prior to making recommendations on service improvements.

LPS review

At this Trust Council, staff will introduce the proposed restructure of the land use planning function for the Islands Trust. There has been significant effort dedicated to reviewing land use services and how we can be effective. This will be an important change, one that will modernize our core function and provide efficient and equitable planning services across the Trust Area.

Committee review

The companion piece to the LPS Review is the Council Committee Review. Trust Council has requested that certain elements of the Committee Review Business Case (RFD) that were discussed in June be reconsidered in the future. It is proposed that these elements be reviewed in conjunction with implementation of the planning function changes. In this way the Islands Trust will have refreshed and updated its main governance and operational structures in a coordinated manner.

Islands Trust Act amendments

There has been informal discussion with Ministry staff since June regarding the prioritized amendments that the Islands Trust is seeking to the Islands Trust Act. There has been no substantial discussion at this point and there is an RFD on the agenda to focus Trust Council 'ask' so we can proceed.

UBCM

We have requested meetings with four Ministries and the Premier at the UBCM in Whistler September 10-14. We have been confirmed for a meeting with Minister Scott Fraser, Ministry of Indigenous Relations and Reconciliation to discuss our progress in First Nations engagement and to seek clarity on MIRR's treaty negotiations. We also have a sponsored resolution on geoducks that will be considered at UBCM which the Chair will introduce to the assembly. We have not received a meeting with Minister Robinson, and, as we did last year, will request a meeting with her in Victoria following UBCM.

Election preparations

Trustee orientation materials are being prepared and there is a briefing on the agenda outlining key orientation sessions in November and January 2019.

Ideas Forum

Staff gathered for a workshop to discuss how they can further contribute to development of the Trust. Key areas for discussion and where staff think we could progress are in developing organizational excellence in coastal zone management, public communications and public engagement. Senior staff will bring these ideas forward during the 2019 strategic planning sessions for consideration by Trust Council.

Information Technology and EDM

Our lead projects internal to the organization remain the Electronic Document Management system overhaul, and our Windows/Office deployments. It will be a busy fall for IT as we complete our laptop conversion and develop our electronic meeting capability from all Islands Trust offices. EDM has a completion date of late September across the organization.

For some Trustees, this will be your final Trust Council and CAO report! A new group of Trustees will form in November to carry on the work of the Trust. I want to thank all of Trust Council for its patience and collective wisdom over the term. Your priorities are proving to be central to the challenges we face in the region.

**Top Priorities****Executive Committee**

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Trans Mountain Communications Strategy	Create an open letter to the federal government, AND THAT San Juan County councillors be invited to be co-signatories to the open letter; AND ask staff to prepare a communication strategy and materials about the expansion of the Trans Mountain pipeline.	20-Jun-2018	Clare Frater	
2	Anchorage Advocacy Strategies	Prepare advocacy strategy options relating to temporary freighter anchorages in the Trust Area and remain as a priority for the remainder of the current term.	20-Jun-2018	Clare Frater	
3	Islands Trust Act Amendments	Investigate possibility of amendments to the Islands Trust Act to broaden the Islands Trusts ability to serve its communities and to strengthen its mandate to preserve and protect.	26-Oct-2016	Russ Hotsenpiller	

Projects**Executive Committee**

Description	Activity	R/Initiated
Advocate to reduce negative impacts of shellfish aquaculture practices	Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy	16-Aug-2017
Advocate for management of abandoned and derelict vessels	Continue to advocate for senior government solutions to abandoned and derelict vessels	30-Aug-2017
Improve communications about the Islands Trust object and history	Develop communications strategy	30-Aug-2017

Executive Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
	Review the Islands Trust Policy Statement	Undertake a First Nations and public engagement process to prepare for Policy Statement amendment topics.			06-Jun-2018
	Revisions to Crown Land protocol agreements and letters of understanding	Negotiate with BIM and FLNRORD			19-Jun-2014
	Oil Spill and Shipping Safety	Various advocacy activities including Chair letters and participation in forums			01-Apr-2014



Islands Trust Council Plan for Continuous Learning 2014-2018*

(What other topics would trustees like to propose?)

2018-08-28

Year	Trust Council Meeting	Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2019*	January 2019 Nanaimo	Orientation	Orientation	Shoreline Planning	NA
2018	November (Victoria)	Orientation	Orientation	Orientation	Orientation
	September (Gambier/Keats)	Lessons Learned 2014 -2018	Implications of the Water Sustainability Act		
	June (Saturna)	Strategic Plan	<i>Islands Trust Act</i> Amendments		Agricultural Land Commission/Islands Trust
	March (Salt Spring)	(Freshwater Specialist) (Water Sustainability Act) Regional Conservation Plan		Adapting to Climate Change	March (Salt Spring)
2017	December (Victoria)	Ocean Protection Plan			(San Juan County) (U.S. and Canadian Consuls General)
	September (Denman)				Effective Advocacy Regional Districts
	June (Lasqueti)	TFB Regional Conservation Plan	Role of the Trustee (2)	Species at Risk	
	Webinars (dates TBD)				

*January 2019 added for information

POTENTIAL TOPICS/AGENCY LIAISON FOR CONSIDERATION FOR FUTURE SESSIONS:

Suggestions arising during 2014-2018 Term:

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

Strategic Plan 2014-2018

Quarterly Update – September 2018



Islands Trust

SEPTEMBER 2018

PRIORITIES

1	PROTECT THE NATURAL ENVIRONMENT OF THE ISLANDS TRUST AREA
2	PRESERVE, PROTECT AND ADVOCATE FOR COASTAL SHORELINES AND MARINE AREAS WITHIN THE ISLANDS TRUST AREA
3	REDUCE COMMUNITY ECOLOGICAL FOOTPRINT
4	PROTECT QUALITY AND QUANTITY OF WATER RESOURCES
5	ENHANCE, PROTECT AND RESTORE COMMUNITY CHARACTER, SOCIO-ECONOMIC DIVERSITY AND ECONOMIC SUSTAINABILITY
6	STRENGTHEN RELATIONS WITH FIRST NATIONS
7	IMPROVE ORGANIZATIONAL COST EFFECTIVENESS AND RESILIENCE
8	IMPROVE CO-OPERATION AND INTEGRATION WITH OTHER LEVELS OF GOVERNMENT
9	IMPROVE COMMUNITY AND AGENCY UNDERSTANDING AND SUPPORT FOR THE ISLANDS TRUST
10	IMPROVE COMMUNITY ENGAGEMENT AND PARTICIPATION IN ISLANDS TRUST WORK

The Islands Trust Council adopted its [Strategic Plan for the 2014-18](#) term at its September 2015 meeting on Bowen Island.

QUARTERLY UPDATE

Trust Council receives quarterly updates on Strategic Plan status, with highlights of successes and significant progress.

PROGRESS

Objective 1. Protect the natural environment

T.1.5.2 Since December 2014, the Islands Trust Conservancy (formerly the Trust Fund Board) has protected 126 hectares on Salt Spring, North Pender, Galiano, Denman, Hornby and Thetis Islands.

T.1.5.2 Undertook fundraising with Lasqueti Island Nature Conservancy for Salish View campaign and announced halfway milestone met.

T.1.5.2 Drafted conservation covenant for Salish View acquisition.

Objective 2. Preserve, protect and advocate for coastal shorelines and marine areas

Issued news release about court decision on Trans Mountain Pipeline Expansion project.

Issued open letter from trustees to Prime Minister on Trans Mountain Pipeline Expansion Project.

Chair wrote to the Ministers of Environment and Climate Change and Fisheries and Oceans Canada to

request that the Ministers of the Federal Government and all members of various parties in the House of Commons support Parliamentary Motion M-151 made by MP Gord Johns and as well to request that their respective departments take positive actions to reduce the influx of plastics and micro plastics into Canadian water.

Chair wrote to the Minister of Transport requesting that the Interim Anchorages Protocol, be extended for three months. The Minister responded advising that the Protocol partners have decided to extend the Protocol for an additional 12 months.

Objective 3. Reduce community ecological footprint

No updates.

Objective 4. Protect quality and quantity of water resources

T.4.4.1 SSILTC passed a directed development of a project charter for *Assessment of Freshwater Sustainability Methodologies of Watershed Reservoirs on Salt Spring Island*, as a literature review and detailed comparative analysis of freshwater research and regulation, with specific focus on the 2016 BC Water Sustainability Act.

4.2 Development of a Freshwater Sustainability Toolkit for the Islands Trust Area has been initiated, a planning tool that will assist staff in jurisdictional flow and process of water legislation and regulation as it pertains to the *Islands Trust Act*, the *Water Sustainability Act*, and

Groundwater Protection Regulation.

Objective 5. Enhance community character, socio-economic diversity and economic sustainability

5.1.3 Housing Needs Assessments completed via CRD for southern islands and northern islands via contract.

Objective 6. Strengthen relations with First Nations

Eighteen First Nations initiatives currently underway, six of which are trust-wide initiatives, the remainder are at the local trust committee level.

Objective 7. Improve organizational cost effectiveness and resilience

T 7.1.1 Completed installation of electronic meeting hardware in the Salt Spring office in late December. The Salt Spring boardroom is now fitted with ample screen real-estate to facilitate functional and effective local and remote participation in boardroom centred meetings. Installation of the Victoria office components will be completed in conjunction with the planned office renovations.

Objective 8. Improve cooperation and integration with other levels of government

Members of TPC and staff attended the Forum on Service Delivery in Sydney in August.

The working group prepared report for Trust Council.

Objective 9. Improve community understanding and support for the Islands Trust

Completed graphic design of the annual report.

Designed a meeting decorum poster.

Developed Islands Trust Conservancy name change communications plan and implemented internal elements.

Objective 10. Improve Community engagement

No updates.

Objective 11. Investigate amending the *Islands Trust Act*

Prepared a list of amendments for review by Trust Council in June.

COMMUNITY HIGHLIGHTS

Local Trust Committees (LTCs) have advanced the following land use planning projects (only changes since June report noted):

DENMAN ISLAND

The Denman Island LTC is pursuing OCP and Land Use Bylaw amendments to implement the Denman Farm Plan. The LTC has met with the K'omoks First Nation to explore opportunities to support reconciliation and relationship building.

GABRIOLA ISLAND

The Gabriola Island LTC amended its bylaws to provide more flexibility for secondary suites on Gabriola. Community consultation is occurring in relation to potential zoning amendments to accommodate water taxis on Gabriola Island.

The LTC has initiated amendments to the Mudge Island Land Use Bylaw related to lot coverage.

GALIANO ISLAND

The Galiano Island LTC is reviewing private moorage policies and

regulations and will be considering options for affordable housing.

GAMBIER ISLAND

The Gambier Island LTC is reviewing development permit provisions for watercourse protection on Gambier Island and has initiated a shoreline protection project for Keats Island.

HORNBY ISLAND

The Hornby Island LTC has embarked on a community education and enforcement campaign for short-term vacation rentals. The LTC has initiated a groundwater protection and water conservation planning project.

LASQUETI ISLAND

The Lasqueti LTC is embarking on a comprehensive OCP review, and is also considering Land Use Bylaw amendments, which would apply to new subdivisions.

MAYNE ISLAND

The Mayne Island LTC is proceeding with Riparian Areas Regulation implementation.

NORTH PENDER ISLAND

The North Pender Island LTC is proceeding with approval of secondary suites, and is considering bylaws for land use for waste management.

SALT SPRING ISLAND

The Salt Spring Island LTC has prioritized affordable housing and is considering year round occupation of select seasonal cottages as well as using TUPs for residential purposes. The LTC re-engaged affected land owners regarding industrial land uses and will be scheduling a Public Hearing in the near future. The LTC continues to

coordinate SSIWPA which has engaged in strategic planning its work program to protect and manage watersheds on SSI. The LTC has applied for a right-of-way for Ganges Harbourwalk. The Salt Spring Island LTC Land Uses in Rural Watershed Zones OCP amendment bylaw remains with the Minister.

SATURNA ISLAND

The Saturna Island LTC is implementing revisions to its OCP to recognize First Nations presence and place-names and undertaking bylaw amendments to permit secondary suites.

SOUTH PENDER ISLAND

The LTC has established a heritage registry. It is amending the OCP to designate trails and pedestrian path designations, and engaging with First Nations.

THETIS ISLAND

The Thetis Island LTC continues to review private moorage regulations for Ruxton Island, and is currently in the bylaw development stage of this project. The LTC is also exploring opportunities for reconciliation and relationship building with local First Nations. Implementation of the *Riparian Areas Regulation* (RAR) on Thetis Island is on hold pending completion of a third-party RAR Assessment.

BRIEFING

To:	Trust Council	For the Meeting of:	September 18, 2018
From:	Executive Committee	Date Prepared:	September 5, 2018
SUBJECT:	2018-2022 Trust Council Orientation Schedule		

PURPOSE: To provide Trust Council with the 2018-2022 orientation and training program.

BACKGROUND:

On September 5, 2018 the Executive Committee approved a Trust Council 2018-2022 local election orientation program.

The Executive Committee had previously received a briefing at their May 2, 2018 meeting with a tentative schedule for orientation, the key themes being:

- a) Approval of an additional Trust Council session on January 16-17
- b) Spreading trustee orientation over the November 6-8 meeting and the January 16-17 meeting.
- c) Ensuring that there is appropriate 'space' made in both Trust Council agendas for collaboration, discussion and team building.

In September, the Executive Committee received staff advice recommending:

- i. That the November 6-8, 2018 meeting be amended to include a budget session so new trustees have a basic understanding of where the budget preparations stand prior to Financial Planning Committee (FPC) having meetings and prior to passing the budget in March;
- ii. That a governance/conflict resolution workshop be scheduled with an outside consultant for Executive Committee and Committee Chairs for either November 14 or November 28, depending upon schedule availability;
- iii. That the January Trust Council meeting in Nanaimo be rescheduled from the 16th and 17th to the 15th and 16th.
- iv. That in order to prepare trustees for their local trust committee (LTC) responsibilities, during the January Trust Council meeting consideration be given to having a ½ session on Wed January 16, to focus on LTC land use training. This would focus on information common to all LTCs, including a basic land use applications, authorities and procedures. Subsequent regional office meetings would be scheduled to address specific LTC procedures and process training.

ATTACHMENT(S): 2018-2019 Post Election Training and Orientation schedule for Trust Council and Committees

FOLLOW-UP: The Executive Committee will continue to work with staff to prepare the 2018-2022 local election orientation and training program.

Prepared By: Russ Hotsenpiller, CAO

Reviewed By/Date: Executive Committee, September 5, 2018

2018-2019 Post Election Training and Orientation schedule for Trust Council and Committees Attachment 1.

Governance	Date	Orientation & Training	Who
	October 24/29	Joint Council Orientation (Regional event hosted by Township of Esquimalt. General elected official orientation attended by local officials across Capital Regional District)	Township of Esquimalt
Trust Council	Nov 5/6 Nov 7 Nov 8	■ Trustee visits to Victoria office ■ Big Picture #1: Overview of the Islands Trust CAO ■ Big Picture #2 TAS/LPS/Admin/Conservancy – Directors ■ Governance and Good Decision making session ■ 2019-2020 Budget and Financial Plan	CAO and Admin CAO CAO Dir of Administration
	Jan 15	■ Standards of Conduct / Conflict of Interest ■ Trust Area Services ■ Local Planning Services ■ Administrative Services	CAO Directors
	Jan 16	■ Strategic Planning #1 (Strat Plan #2 at March Trust Council)	consultant
Executive Committee	Nov 14	First EC meeting ■ Legislative role ■ Policy framework ■ Role of Chair and Vice Chairs ■ LTC bylaw approvals ■ Committee Toolkit Review	staff
	Nov 28	Professional consultant: TBD ■ Governance principles ■ Chairing public meetings, conflict resolution ■ Legal ■ Conflict of interest	consultant staff
Committee members	Jan TC ongoing	Committee Toolkits Staff sessions on service areas	
LTCs	Nov 7 Jan 16	LTC Roundtables Regional Planning Managers General LTC session: land use planning basics, authorities, applications	CAO, Director of LPS, RPMs

Trust Council Quarterly Meeting Schedule
November 6 - 8, 2018
Parkside Hotel, 810 Humbolt Street, Victoria BC

Tuesday, November 6	Wednesday, November 7	Thursday, November 8
	7:30 Breakfast - City Club Lounge 8:30 Chair's Welcome Remarks / Introductions 9:00 The Big Picture: An Overview of the Islands Trust 10:00 Break	7:30 Breakfast - City Club Lounge 8:30 Executive Committee & Trust Fund Board Candidate Presentations and Questions from Trustees 10:00 Break
1:00 Victoria Office Open House 1:00 p.m. to 4:00 p.m. #200 - 1627 Fort Street orientation of laptop/technical equipment, sign-up for benefits	10:15 Notice of Elections & Intent for Executive Committee & Trust Fund Board 10:45 The Big Picture: cont. TAS/LPS/Conservancy/budget 12:00 Lunch - City Club Lounge 1:15 Council Roundtable - What's Important 2:30 LTC roundtables 3:15 Break 3:30 Trustee Q and A 4:15 Making Fair Decisions - session 5:00 Budgeting 5:30 Adjournment	10:30 Executive Committee & Trust Fund Board Elections & Business / Decision items 12:00 Lunch 1:00 EC Meeting - Tentative
5:00 Swearing In Ceremony for Trustees Parkside Hotel 810 Humbolt Street 5:00 p.m. to 5:30 p.m. 5:30 Reception & Photos 5:30 p.m. - 7:00 p.m.		
7:00 Dinner - City Club Lounge		
	Hospitality suite 6:30 Dinner- Parkside Hotel - City Club Lounge	 Islands Trust

Trust Council Quarterly Meeting Schedule
January 15-16
Nanaimo, Coast Bastion Hotel, 11 Bastion Street

Tuesday, January 15		Wednesday, January 16	
7:30	Breakfast	7:30	Breakfast
8:30	Executive Committee Meeting	8:30	Strategic Planning
9:00	Chair's Welcome		
9:10	Standards of Conduct / Conflict of Interest - session 1		
10:00	Break	10:00	Break
10:30	Trust Area Services - session	10:15	Strategic Planning - continued
11:30	Trust Fund Conservancy - session		
12:30	Lunch	12:00	Lunch
1:30	Standards of Conduct / Conflict of Interest - session 2	1:00	Business Decision Items and Town hall
2:30	Administrative Services	2:00	LTC Session
3:30	Break	3:00	Break
3:45	Local Planning Services - session	3:15	LTC Session
4:45	First Nations		
5:30	Adjournment for the day	5:00	Adjournment
			
5:45	Dinner	5:45	Dinner

DRAFT

BRIEFING

To:	Executive Committee	For the Meeting of:	September 5, 2018
From:	Russ Hotsenpiller, CAO	Date Prepared:	August 27, 2018
SUBJECT:	Connected Coast Broadband Access Project		

PURPOSE:

To provide a briefing on the Connected Coast project which is intended to extend high-speed internet access to rural areas of the southern coast including a significant portion within the Trust Area.

BACKGROUND:

The Connected Coast project intends to delivery new or improved broadband access to 154 rural and remote coastal communities including 44 First Nations, from Prince Rupert to Haida Gwaii, south to Vancouver and around Vancouver Island. The proposed route runs substantially through the Trust Area with over 25 proposed landing sites.

The project is conceived as an alternative to large telecom service providers who at present have not extended adequate access to high-speed broadband or cell services for rural coastal communities. The project will place 3,400 km of subsea fiber-optic cable along the coast and will reach 175,000 citizens in 90,000 households. The project is managed by two entities, CityWest, a telecom subsidiary of the City of Prince Rupert, and the Strathcona Regional District (SRD). They initially submitted separate funding requests for broadband initiatives but once the two projects were combined to link the northern and southern networks, they were successful in obtaining approximately \$50 million in funding through the federal [Connect to Innovate Program](#), Indigenous Services Canada and the Province of BC through the [Connecting British Columbia Program](#) via the [Northern Development Initiative Trust](#).

The project has five phases: Project Announcement, Project Scoping, Consultation and regulatory review, Project Construction and Points of Connectivity. At present the project is in the second phase, Project Scoping which includes securement of the designated funding, detailed design, and project management development.

The program will be providing backbone fiber-optic cable but does not address last-mile connectivity from the landing sites to consumers (homes and businesses).

Trust Council was provided a brief verbal report at the March 2018 Salt Spring Trust Council meeting.

Chair Luckham and Vice Chair Busheikin met with Minister of Citizens Services, Jinny Sims at the Association of Vancouver Island Coastal Communities (AVICC) in Victoria on April 14, 2018 as well as with senior staff at the Ministry and Network BC. The Minister indicated that there is funding available for communities to connect to the proposed fiber-optic cable and for last mile projects. It was indicated to the Minister that the Islands Trust does not have the ability, under its legislation, to apply for telecommunications grant funding but could share the information with others.

As of May 3, 2018 a new round of funding for connectivity projects was announced by the Minister. Beginning July 1, 2018 [applications](#) will be accepted for \$16 million to deliver last- mile connections to rural areas. On Sept 1, 2018 a second round of funding is available.

The project does have the attention of other local governments in the Trust Area. Victoria Smith, project lead with the Strathcona Regional District (SRD) is presenting the project to the Capital Region District (CRD) Board on September 5, 2018. She has offered to present to Trust Council/Executive Committee at a future meeting if requested.

Analysis

At present there is not a direct service delivery role available to Islands Trust as it is outside the mandate of the Trust. Direct servicing to Trust Areas would come via the appropriate regional district, non-profits or through private internet service providers (ISP). There are however a number of reasons the Islands Trust could promote or contribute to this project:

1. **Community information:** The implementation of landing sites within communities will likely generate positive and negative public reactions. The Connected Coast project will be engaging in public outreach programming in advance of actual deployment of the cable, and will likely look to the Islands Trust to facilitate community input or commentary. There will also be a requirement for a series of permissions required for landing sites, including Crown Leases, First Nations consultations, etc.
2. **Last-mile:** There is funding available for communities, regional districts, first nations, and registered not for profits. The Islands Trust could direct applicants towards funding streams or provide a coordinating function.
3. **Landing sites:** For those areas in the Trust Area that do not have a landing site, the Islands Trust could facilitate or advocate for potential new landing sites to either the Connected Coast or the Province or work with the relevant regional districts to apply.
4. **Appropriate low impact technology:** Trust Council identified appropriate supportive technology, which high-speed broadband service could be considered, in its vision for the Trust Area.
5. **Local Internet Service Providers:** There is a role for ISPs in the delivery of services and connection to the fiber-optic backbone. Trustees could ensure that their local service providers are aware of the project.
6. **First Nations:** It is unclear how First Nations engagement is contemplated by the SRD and CityWest, however they have indicated that significant effort will be dedicated to informing and ensuring access to communities that have been identified for landing sites. The Islands Trust could assist in this engagement if requested.

ATTACHMENT(S):

1. Connected Coast Project Map

FOLLOW-UP: As directed by Trust Council.

Prepared By: Russ Hotsenpiller, CAO

Reviewed By/Date: August 28, 2018

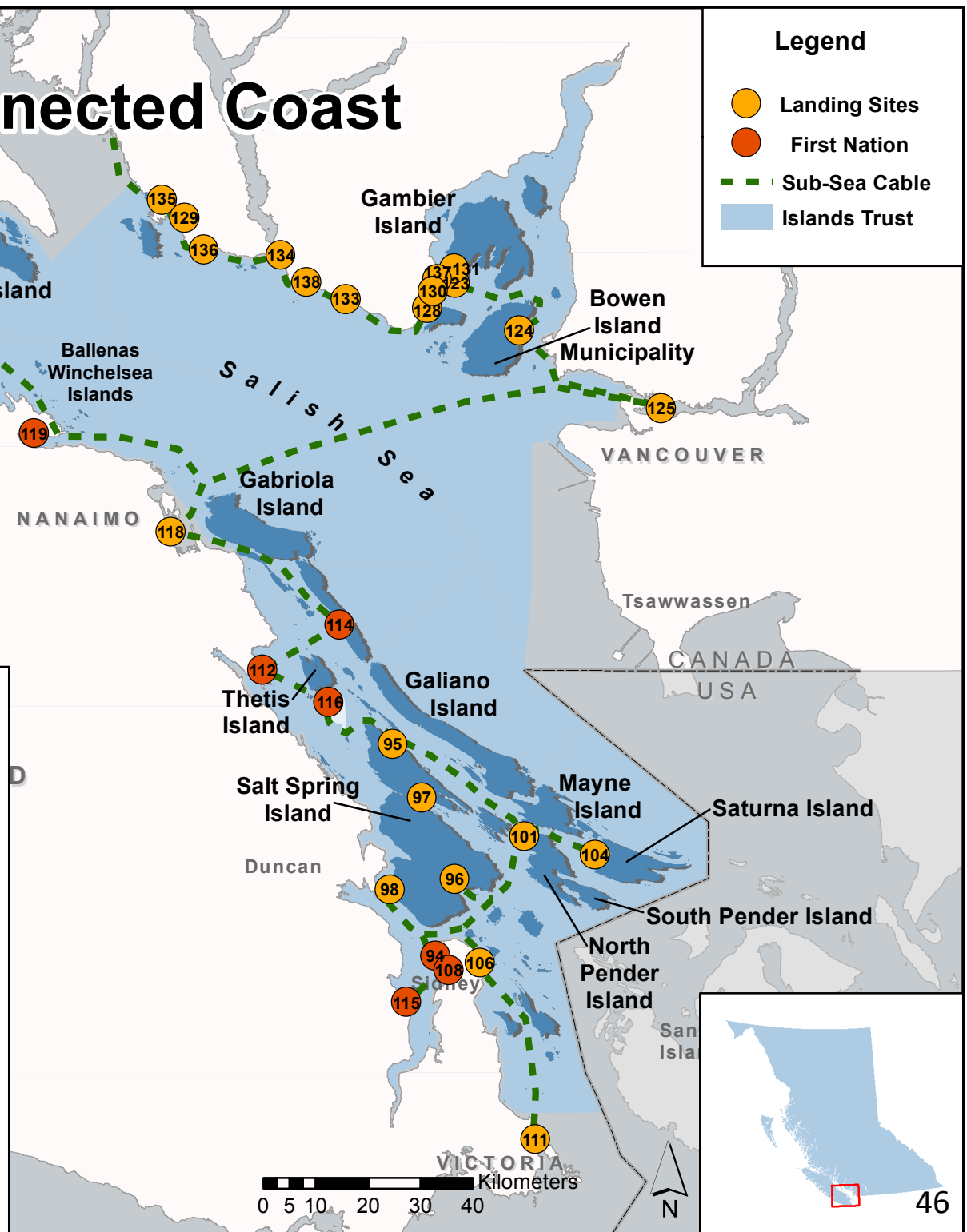
Connected Coast

Legend

- Landing Sites
- First Nation
- Sub-Sea Cable
- Islands Trust

Landing Sites

- | | |
|--------------------------|----------------------------|
| 94 Deep Cove | 120 Qualicum Beach |
| 95 Fernwood | 121 Comox |
| 96 Fulford Harbour | 123 Gambier Harbour |
| 97 Ganges | 124 Snug Cove |
| 98 Musgrave Landing | 125 Vancouver Interconnect |
| 101 Port Washington | 128 Gibsons |
| 104 Saturna | 129 Halfmoon Bay |
| 106 Sidney | 130 Langdale |
| 108 Tseycum | 131 New Brighton |
| 111 Victoria | 133 Roberts Creek |
| 112 Chemainus | 134 Sechelt |
| 114 Lyackson | 135 Secret Cove |
| 115 Malahat First Nation | 136 Welcome Beach |
| 116 Penelakut | 137 Williamsons Landing |
| 117 Bowser | 138 Wilson Creek |
| 118 Nanaimo | 145 Lasqueti |
| 119 Nanoose First Nation | |



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 18, 2018
From: Russ Hotsenpiller, CAO **Date Prepared:** August 28, 2018
SUBJECT: Identification of preferred *Islands Trust Act* amendments

RECOMMENDATION: THAT staff provides further information at the direction of Trust Council on selected amendments AND THAT, the Chair of the Islands Trust write to the Minister of Municipal Affairs and Housing, Selena Robinson, requesting amendments to the *Islands Trust Act*.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: N/A

- 1 PURPOSE:** To receive direction to forward a list of *Islands Trust Act* amendments to the Ministry of Municipal Affairs.
- 2 BACKGROUND:** TC received an RFD with a list of recommended amendments in June and made the following indication of preference:

"That Trust Council endorses the list of Islands Trust Act potential amendments for further work by staff, and prepares the list for the UBCM in September."

The top items in no specific order were:

- *support in principle for amending the Islands Trust Act to add "First Nations" to the list of those with whom we work "in co-operation.";*
- *clarification of foreshore zoning authority;*
- *include reference to the ecosystem in section 8.2 of the Islands Trust Act;*
- *add language to the Islands Trust Act allowing for "incidental or conducive powers.";*
- *and enact the ability to charge fees for telecommunication applications.*
- *Development permit area enforcement using tickets.*

Attached as an appendix are brief explanatory notes for each of the selected amendments.

Staff has indicated to the Ministry and the Minister, the list of potential amendments identified in June by Trust Council and informed them that a formal request from Trust Council would be forthcoming.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Senior staff would engage with the Ministry to vet each of the recommended amendments and consider any other amendments deemed appropriate.

FINANCIAL: There are no significant financial implications to finalizing the list with the Minister. There will likely be downstream costs associated with any successful amendment to the *Act*.

POLICY: NA

IMPLEMENTATION/COMMUNICATIONS: Implementation and communications has not commenced at this time. Upon consultation with the Ministry a program of communications with the public will be developed.

FIRST NATIONS: There have been no discussions with First Nations on amendments to the Act. Upon consultation with the Ministry a program of communications with the public will be developed.

OTHER:

4 RELEVANT POLICY(S): N/A

5 ATTACHMENT(S): Appendix A Supporting information for selected Islands Trust Act amendments

RESPONSE OPTIONS

Recommendation: THAT staff provide further information at the direction of Trust Council on selected amendments and THAT, the Chair of the Islands Trust write to Minister of Municipal Affairs and Housing, Selina Robinson requesting changes to the Islands Trust Act.

Alternative #1: For Trust Council to cancel, table or refer this project to the next Trust Council.

Alternative #2. Some other direction of Trust Council.

Prepared By: Russ Hotsenpiller

Reviewed By/Date: August 28, 2018

APPENDIX A
Explanatory notes for selected Island Trust Act amendments

1. Use of ticketing to enforce development permits

Current status:

- Section 489 indicates that if an OCP designates an area as a development permit area, then land must not be subdivided, construction or alteration of building must not be started, land must not be altered. As a result, alteration of land without a permit in a DPA area is an offense under the Local Government Act, not the OCP.
- Local Trust Committees may adopt bylaw enforcement notification ticketing bylaws; however, ticketing cannot be used to enforce development permit areas.
- The only means to enforce development permit areas is through the BC Supreme Court to seek injunction and remedy (under s.274 of the Community Charter, which applies to LTCs via s.28 of the Islands Trust Act and s.420 of the Local Government Act).

Change Required:

- Regulatory change under s 54 of the Islands Trust Act to allow local trust committees to enforce s.489 and s.501 of the Local Government Act as if they were bylaws for enforcement purposes.

1. Benefits to Trust on obtaining this authority:

- Development permits are extensively used to protect the environment, ecosystems, natural areas, and also for protection of development from hazard conditions. They can also be used to further mitigation and adaptation of climate change.
- Province requires local trust areas to protect potential fish bearing streams using development permit areas.

2. Costs of Change, including general resource considerations:

- The cost would be negligible. Enforcement cost may decrease with less reliance on the BC Supreme Court for solutions to enforcement issues.

3. Risks or challenges of change:

- LTCs would need to adopt bylaw enforcement notification bylaws.

4. How this change would affect others:

- Would be of benefit if the Province makes this change for all local governments.

5. How does it relate to the Object of the Trust, our mandate and our current authorities

- It would enhance the ability to enforce development permits and therefore further the Object of the Islands Trust.

2.

Support in principle for amending the <i>Islands Trust Act</i> to add "First Nations" to the list of those with whom we work "in co-operation."	This amendment is both timely and appropriate with the focus of Trust Council on principles of Reconciliation and the adoption of a First Nations Engagement Plan. It was universally supported at the Open Space session and was recommended as a top priority.
Implementation This request was made to the Ministry in 2015. It would not be a significant challenge for the Islands Trust to implement. It is unknown how the Ministry will view this change.	

3.

Affordable Housing and Housing service amendments	The Islands Trust has limited ability to provide affordable housing initiatives to communities and is reliant on Regional Districts to establish and deliver affordable housing services, in cooperation with the Trust. Increased authority in this area would be in keeping with both a key vision element of Trust Council and the strategic plan.
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Implementation This would be a complex authority to assume and organize. It would involve possible overlapping of services with Regional Districts. The Islands Trust would seek to be able to hold land for the purposes of affordable housing (not solely in support of the object of the Trust), and to be able to enter into agreements with 3rd parties to administer affordable housing. The Trust would also seek to be able to operate a housing service. The Trust does not have the staff or expertise to fully implement this program at this time and would need to obtain further staffing or contracting assistance. There would be increased costs in staffing, administration of land, application processing, etc. There are inherent risks in land ownership and management as well as insurance and liability costs to be considered. There would also be a need to separate the exercise of LTC regulatory functions from the role in land holding and housing administration.	
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4.

Clarification of foreshore zoning authority	There are jurisdictional inconsistencies with how foreshore zoning is administered with regard Regional Districts throughout the Trust area. This matter is long standing and is a function of language and mapping in the <i>Islands Trust Act</i> and the Islands Trust Regulation.
Implementation Clarification on this matter would support consistency in interpretation and aid in working with other jurisdictions that have foreshore zoning powers. Implications of implementation of any potential changes are undetermined. Engaging on discussions with the Ministry on this issue would require dedicated staff time and legal analysis.	

5.

Add language to <i>Islands Trust Act</i> similar to <i>Local Government Act</i>, s. 294, allowing for “incidental or conducive powers.”	This is a new suggested amendment that has not been presented to Council. In short, several of the visioning priorities identified by Trust Council are not directly related to the current authorities under the Act, such as providing housing, empowering local economies (technology) and some social matters. They are somewhat related, but there is not a direct link. A minor broadening of corporate power, similar to what Regional Districts have, would allow the Trust to undertake some supportive actions in support of the mandate of Trust
Implementation This power is not a full corporate power; rather it would provide a backstop to a given jurisdictional issue. Some recommended language would be something like: “the Local Trust Committee and, the Executive Committee, have all necessary power to do anything incidental or conducive to the exercise or performance of any power, duty, or function conferred on them by this or any other enactment.” This would essentially soften or relax the very prescriptive authorities in the <i>Islands Trust Act</i>, while still maintain its core legislative powers and responsibilities.	

6.

Receive the ability to charge fees for telecommunications applications	Local Trust Committees can only charge fees where they are expressly permitted to do so. For most of our applications and subdivision referrals s. 462 of the Local Government Act permits us to charge a fee. Siting and Use Permits are covered under s. 31 of the <i>Islands Trust Act</i>. Section 11 of the Liquor Control and Licensing Act permits us to charge fees for Liquor referrals. Section 35 of the Cannabis Control and Licensing Act permits us to charge fees for Cannabis referrals. The ALC Act establishes a fee for ALC Referrals.
Implementation Local governments have broad powers to charge fees (section 194 of the Community Charter). We don’t because s. 194 does not apply to the <i>Islands Trust</i>. So an amendment to the <i>Islands Trust Act</i> to specifically allow us to charge for Federal telecommunication referrals, or addition of a broader power to charge fees similar to other local governments. The telecommunication referral is tricky as the legislation governing it is Federal. The Federal government is imposing a procedure on local governments, but does not have authority to set fees, or to give us the power to impose fees (so a fee would not be included in the Federal legislation). This is probably okay in most jurisdictions because local governments can use their broad powers to establish a fee. It’s a problem for us because we don’t have those broad powers.	



BRIEFING

To:	Trust Council	For the Meeting of:	September 18 – 20, 2018
From:	Financial Planning Committee	Date Prepared:	August 21, 2018
SUBJECT:	Victoria Office Renovation Project Status		

PURPOSE:

To provide Trust Council with a status update on the Victoria office renovation project.

BACKGROUND:

In March 2018, Trust Council approved a budget which includes approximately \$282,000 to complete the Victoria office renovation project. This project has been slowly moving ahead in concept and design, and most recently has taken a significant step forward with the hiring of a project manager, Jeffrey Head, Director of Facilities Management with VeraNova. Jeff brings office construction project management expertise which will save us time and money over the duration of the project. He will be responsible for getting us to a place where we can engage in a successful RFP process for the project, as well as manage the contracted construction company from the start of the project to the finish.

Jeff has recently presented us with a draft project timeline and budget. The draft timeline anticipates construction beginning in November 2018 at earliest, with project completion in January 2019. The draft budget presented totals \$366,435, which includes \$32,480 for furniture and a \$25,000 contingency allowance. This is greater than our renovation project budget by approximately \$72,000, when taking into consideration the funds provided by Trust Council for the renovation project, the landlord's contribution, our annual capital amount which can be put towards new furniture, less what has already been spent on the project to June 30, 2018.

This is more than anticipated by a significant amount; however, there are several areas of savings to be examined in the areas of electrical and lighting which the office renovation team will be exploring in weeks to come, prior to taking the project to RFP.

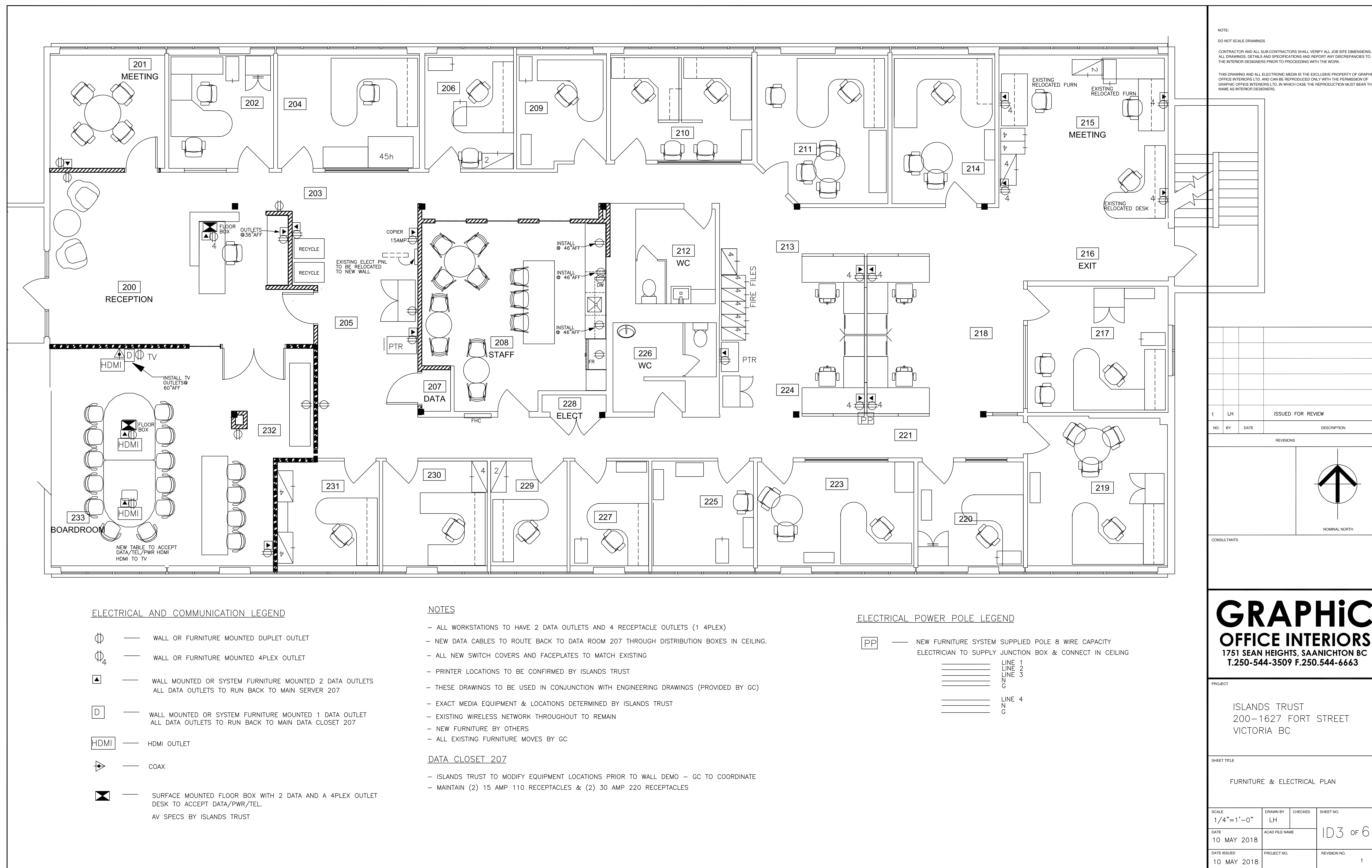
ATTACHMENT(S):

1. Victoria Office Renovation Project_Design Drawing 10 May 2018
2. Victoria Office Renovation Project_Draft Timeline
3. Victoria Office Renovation Project Draft Budget

FOLLOW-UP: None, unless directed otherwise.

Prepared By: Julia Mobbs, Director of Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/August 21, 2018





Veranova Project Management - Project Overview Islands Trust Renovations - Victoria, BC

Created by: Jeffrey Head
Date of Update: 2018-03-08
Location of Project: 200-1627 Fort Street Victoria, BC V8R 1H8
Distribution List: To Be Determined

Legend		
X		- Task in Progress (various weeks/months)
Date > Date		- Start and Finish Dates for Task
X		- Task Milestone

FY2018 PROJECT SCHEDULE										
Item	Description	DATES	July	August	September	October	November	December	January	NOTES
1.0	Pre-construction	2018-05-25								
	Programming & Schematic Design		X			X				Completed by Design / Confirm
	Engage M & E Engineering Disciplines			X						
	Produce Permit Drawings				X	X				
2.0	Design, Information Gathering, Needs Analysis, Programming									
	Kick off meeting with stakeholders	2018-08-03	X			X				
3.0	Space Planning & Budget		X							Space planning completed
4.0	Aesthetics, Furniture & Design Development		X							Completed by Design
5.0	Documentation									
	Confirm specific building implications			X		X				
	Prepare working drawings			X	X	X				
	Tender documents	2018-10-15			X	X				
6.0	RFP Process									
	RFP Tender and Submissions					X				
	Manage tender walk through	2018-06-01				X				
	Evaluation & Selection Process					X				
7.0	Tender and Permit									
	Coordinate all drawings	2018-05-25			X					
	Apply for permit with the officials having jurisdiction	Permit 6-8 weeks				15-Oct				Veranova to apply for permit prior to award
8.0	Construction	May 25-July 31, 2018								
	Preliminary value engineering					X	X			
	Manage phasing							X		
	Attend weekly construction meetings						X	X	X	Finish date is pending permit approval date
	Manage the construction schedule						X	X	X	
	Communication Plan - Constructor, Client and Landlord						X			
9.0	Project Close Out									
	Deficiency walk throughs and schedule								21-Jan	
	Warranty	2020-01-21							>	One year warranty review
10.0	Move Coordination									
	Swing Space planning/management				X	X	X	X		
11.0	Business Continuity and Go-Live									
	On site day one (1) go live	N/A							X	
	Employee Survey	N/A							X	



veranova

Veranova Project Management
Project Estimate

Project Description: Interior Renovations
Total Square Feet of Project: 5,358
Date of Last Update: 12/Aug/18
Estimate: \$54/SF \$292,000.00

	From the GC		Budget		Potential Savings		Comments
	Estimate	Cost PSF	Estimate	Cost PSF			
Programming						pending discussions	
Preliminary Project Planning	\$ -	\$ -	\$ -	\$ -	\$ -	-	Complete
Programming & Block Planning	\$ -	\$ -	\$ -	\$ -	\$ -	-	Complete
Building Audits	\$ -	\$ -	\$ -	\$ -	\$ -	-	Not required
Total Programming	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Consultants and Management							
Project Management Fee	\$ -		\$ 22,000.00	\$ 4.11			Veranova
Construction Management Fee	\$ -		\$ -	\$ -			Not required
Interior Design - Space Planning	\$ -		\$ 2,400.00	\$ 0.45			Est. 20 hours for Graphic Office Interiors interior design work
Move Coordination	\$ -		\$ -	\$ -			Allowance - see below
Civil Engineering	\$ -		\$ -	\$ -			Not required
Structural Engineering	\$ -		\$ -	\$ -			Not required
Mechanical Engineering	\$ -		\$ 4,200.00	\$ 0.78			
Electrical Engineering	\$ -		\$ 7,100.00	\$ 1.33			
Communications Engineering	\$ -		\$ 2,000.00	\$ 0.37			A/V consultant
Acoustical Engineering	\$ -		\$ -	\$ -			Not required
Construction Documents	\$ -		\$ -	\$ -			See engineering categories (Civil, Structure, Mech, Elec, etc.)
Architecture / Technology	\$ -		\$ 3,000.00	\$ 0.56			Not required - rely on GC for permit
Fire Life Safety Engineering & Coordination	\$ -		\$ -	\$ -			Part of electrical
Permits	\$ -		\$ 3,600.00	\$ 0.67			Based on 1.4% of construction costs + \$100 (website)
Total Consultants and Management	\$ -	\$ -	\$ 44,300.00	\$ 8.27	\$ -	-	
General Requirements							
General Conditions	\$ -		\$ 16,000.00	\$ 2.99			GC profit and admin
Site Supervision	\$ -		\$ 16,000.00	\$ 2.99			Based on 8 week turnaround and \$2000/week
Health & Safety, Site cleaning, Audit	\$ -		\$ -	\$ -			Part of GC amount
Insurance Requirements	\$ -		\$ -	\$ -			Part of GC amount
Total General Requirements	\$ -	\$ -	\$ 32,000.00	\$ 5.97	\$ -	-	
Construction							
Demolition			\$ 3,000.00	\$ 0.56			Demo and disposal
Coring & X-Ray			\$ 1,500.00	\$ 0.28			Allowance for floor boxes
Environmental Considerations			\$ 1,500.00	\$ 0.28			DSR may be required based on age of building
Drywall			\$ 12,000.00	\$ 2.24			Includes framing
Doors & Frames			\$ 5,000.00	\$ 0.93			Doors and windows
Millwork			\$ 7,200.00	\$ 1.34			Kitchen, island and reception
Insulation			\$ 1,500.00	\$ 0.28			Batt insulation and acoustical sealant
Acoustical Elements			\$ -	\$ -			N/A
Audio Visual			\$ -	\$ -			N/A
Ceiling Grid			\$ 2,500.00	\$ 0.47			Ceiling in boardroom
Electrical			\$ 45,000.00	\$ 8.40			Move panel and new distribution
Electrical - UPS			\$ -	\$ -			N/A
Electrical - Distribution			\$ -	\$ -			N/A
Sound Masking			\$ -	\$ -			N/A
Lighting			\$ 15,000.00	\$ 2.80			New LED troffers and potlights
Mechanical			\$ 30,000.00	\$ 5.60			Adjust balancing of existing ducts
Mechanical Controls & Commissioning			\$ -	\$ -			N/A - part of Mechanical items
IT - Data & Communications			\$ 5,000.00	\$ 0.93			New drops for renovated spaces - assumes existing feeds
IT - Telephony			\$ -	\$ -			N/A - assumes internal
IT - Move allowance			\$ -	\$ -			N/A - assumes internal
IT - Post-move go live support			\$ -	\$ -			N/A - assumes internal
Plumbing			\$ 10,000.00	\$ 1.87			New plumbing in kitchen
Cleaning			\$ -	\$ -			Part of GC fee above
Firestopping - landlord requirement			\$ 4,000.00	\$ 0.75			For floor boxes - may not be required based on conduits
Total Construction	\$ -	\$ -	\$ 143,200.00	\$ 26.73	\$ -	-	
Finishes							
Artwork			\$ 8,000.00	\$ 1.49			Graphic wall in lobby
Doors and Frames			\$ -	\$ -			See doors and frames under construction - prefinished assumed
Automatic Door Equipment			\$ -	\$ -			N/A
Glazing			\$ -	\$ -			See doors and frames under construction - prefinished assumed
Fire Spray Allowance			\$ -	\$ -			See firestopping - landlord requirement
Fire Protection - Panel, Sprinkler move, pull			\$ 5,000.00	\$ 0.93			Sprinkler head relocate for layout
Painting - Suite 200 only			\$ 18,500.00	\$ 3.45			Painting throughout including over wallcovering
Painting - Adjacent Office Area (total 3,105 SF)			\$ 10,712.25	\$ 2.00			Painting throughout including over wallcovering
Wall Covering			\$ -	\$ -			N/A
Flooring - General Office Area Suite 200			\$ 26,750.00	\$ 4.99			Carpet and LVT throughout
Flooring - Adjacent Office Area (total 3,105 SF)			\$ 15,493.95	\$ 2.89			Carpet and LVT throughout
Furniture - Workstations (Height adjustable)			\$ 13,949.18	\$ 2.60			???
Furniture - Offices			\$ -	\$ -			???
Furniture - Boardroom Chairs, Tables & Storage			\$ 14,319.90	\$ 2.67			???
Furniture - Kitchen Tables & Chairs			\$ 4,210.56	\$ 0.79			???
Furniture - Filing Solution			\$ -	\$ -			???
Furniture - Other			\$ -	\$ -			???
Washroom Specific Finishes			\$ -	\$ -			Landlord
Kitchen Appliances			\$ -	\$ -			???
Signage - Internal - Branding			\$ -	\$ -			N/A
Signage - External - Branding			\$ -	\$ -			N/A
Security - Physical			\$ -	\$ -			Landlord
Security - Technology			\$ -	\$ -			N/A
Total Finishes	\$ -	\$ -	\$ 116,935.84	\$ 21.82	\$ -	-	
Move Management							
General Conditions			\$ -	\$ -			??
Move Costs - Contents, people			\$ 2,000.00	\$ 0.37			Allowance for bins and temp storage for 8 weeks
Move Costs - Information Technology			\$ 1,500.00	\$ 0.28			??? Not sure this is required

Swing Space Allowance				\$	1,500.00	\$	0.28		Costs to relocate staff during construction	
Landlord Applicable Fee's						\$	-		N/A	
Insurance Requirements						\$	-		Rolled into move costs	
Total Move Costs	\$	-	\$	-	\$	5,000.00	\$	0.93	\$	-

Other

Contingency Allowance				\$	25,000.00	\$	4.67			Allowance
Rebates from Utilities						\$	-			N/A
Tenant Improvement Allowance (TI)						\$	-			Ignored to compare against client budget which includes allowance
Existing Lease Make Good Requirements						\$	-			N/A
Total Other	\$	-	\$	-	\$	25,000.00	\$	4.67	\$	-

Total Project Cost (Gross)	\$	-	\$	-	\$	366,435.84	\$	68.39	\$	-
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Funded renovation budget	282,000.00
plus: annual capital budget	15,000.00
less: amount spent to June 30, 2018	-2,174.00
Remaining budget	294,826.00
SHORTFALL	71,609.84



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 18, 2018
From: Executive Committee **Date Prepared:** August 30, 2018
SUBJECT: CHAIR & EXECUTIVE COMMITTEE CORRESPONDENCE POLICY

RECOMMENDATION: That Islands Trust Council adopt amended “Policy 7.4.2 Chair & Executive Committee Correspondence” dated September 18, 2018.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Amendments to the policy address changes in the work environment, respond to privacy legislation and provide trustees and staff with greater clarity regarding correspondence management.

PURPOSE: To rename and update Policy 7.4.2 to provide more consistent and comprehensive advice for trustees and direction to staff responsible for managing in-coming and outgoing Chair and Executive Committee correspondence.

1 BACKGROUND:

Trust Council adopted a policy in 1993 (amended in 2000) to guide the handling of Chair and Executive Committee correspondence. Since that time the work environment has changed considerably, including the extensive use of electronic mail, the enactment of the *Freedom of Information and Protection of Privacy Act*, and new standards for workplace harassment.

2 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

An up-to-date policy that addresses current circumstances and issues is expected to reduce the amount of time spent determining individual approaches to correspondence management. The amended policy also addresses the request by the Executive Committee to require advance submission of speaker/delegation material intended for presentation at an Executive Committee meeting.

FINANCIAL:

The recommendation will have no financial implications.

POLICY:

The recommendation will have no policy implications.

IMPLEMENTATION/COMMUNICATIONS:

The amended policy will be posted on the Islands Trust website for trustee and public reference, and on internal servers for staff. It will be communicated to staff as a guideline for handling Chair and Executive Committee correspondence. Procedures will be amended to accompany and implement the amended policy.

FIRST NATIONS:

The recommendation will have no implications on First Nations.

OTHER:

As part of clarifying criteria for correspondence that will be placed on an open meeting agenda, the replacement policy provides direction on managing:

- correspondence that contains defamatory statements or offensive references to others - and is being submitted for the public record;
- “personal information” within correspondence and how or if the *FOIPP Act* should apply; and
- anonymous correspondence or correspondence marked confidential, but which the writer wants to have taken into account by the Executive Committee.

3 RELEVANT POLICY(S):

1. Trust Council Policy 7.4.1 Incoming Local Trust Committee Correspondence: General
2. Current Policy 7.4.2 Handling of Correspondence: Chair and Executive Committee
<http://www.islandstrust.bc.ca/media/58447/7.4.ii%20handlingcorrespondence.pdf>
3. Community Charter
4. Freedom of Information and Protection of Privacy Act

4 ATTACHMENT(S):

Amended Trust Council Policy 7.4.2 Chair & Executive Committee Correspondence

RESPONSE OPTIONS**Recommendation:**

That Islands Trust Council adopt amended “Policy 7.4.2 Chair & Executive Committee Correspondence” dated September 18, 2018.

Alternative:

That Islands Trust Council not adopt amended Policy 7.4.2.

Prepared By: Carmen Thiel, Legislative Services Manager

Reviewed By/Date: Russ Hotsenpiller, CAO, August 30, 2018
Executive Committee, September 5, 2018



Policy:	7.4.2
Approved By:	Islands Trust Council
Approval Date:	April 5, 1993
Amendment Date(s):	March 28, 2000; September 18, 2018
Policy Holder:	Legislative Services Manager

CHAIR & EXECUTIVE COMMITTEE CORRESPONDENCE

Purpose

To establish guidelines for processing incoming correspondence addressed to and outgoing correspondence sent from the Islands Trust Chair & Executive Committee in a consistent, efficient and transparent manner.

Scope

This policy addresses how to process incoming correspondence to the Islands Trust Chair and Executive Committee and outgoing correspondence from the Islands Trust Chair and Executive Committee.

The Legislative Services Manager is authorized to make minor, non-substantive amendments to this policy to maintain its currency, such as updates to references to legislation and position titles. A log of such minor amendments will be maintained as an attachment to the policy.

The Legislative Services Manager and other staff may develop administrative procedures and tools to implement this policy.

Principles

1. The Islands Trust Chair and Executive Committee should receive correspondence addressed to them in an expeditious manner.
2. Correspondence should be received in an open and transparent manner, so that those with interests in the topic have an opportunity to hear and respond to all information considered by the Executive Committee that has been received within the relevant time limits for decision-making.
3. Despite the principles of openness and transparency expressed in Principle 2, Islands Trust bodies should not consider correspondence from anonymous sources and should not consider or publish written materials that are defamatory, profane or otherwise inappropriate for general circulation. Senders of such correspondence should have the opportunity to have their views considered by the Islands Trust Chair and Executive Committee, by being informed of the necessary amendments that would make their correspondence eligible for receipt and circulation on an open public agenda.

A. Definitions

1. **"Defamatory"** means false statements communicated to other people about a person which could hurt that person's reputation.
2. **"Executive Committee"** means the Chair and Vice Chairs of the Islands Trust, as elected by the Trust Council.

3. **"Incoming Correspondence"** means any written communication received by mail, courier, facsimile transmission, email, webmail or other electronic format, or in person by Islands Trust.
4. **"Outgoing Correspondence"** means any written communication prepared by staff for Chair or Executive Committee member(s)' signature for external circulation.

B. Guidelines

1. Incoming Chair and Executive Committee Correspondence

- 1.1** The Islands Trust offers the public the ability to access the Executive Committee through email addresses posted on the Islands Trust website. Any correspondence sent to the Executive Committee email group will be acknowledged by the Executive Coordinator through a pre-approved standard reply message.
- 1.2** All incoming correspondence received in an Islands Trust office that is addressed to the Chair or Executive Committee will be forwarded to the Executive Coordinator. The Executive Coordinator will acknowledge receipt through a pre-approved standard reply message and forward correspondence electronically to appropriate recipient(s), with the exception of correspondence marked private and/or confidential, correspondence that is misaddressed, or unsolicited commercial correspondence unrelated to Islands Trust business.
- 1.3** If individual Executive Committee members or a quorum of the Executive Committee receive correspondence related to the business of the Executive Committee, including via email, they will forward it immediately to the Executive Coordinator who will ensure the correspondence is distributed accordingly.
- 1.4** Provided the subject of such correspondence falls within the jurisdiction of the Executive Committee, the Executive Coordinator will process the correspondence in accordance with the appropriate follow-up actions:
 - 1.4.1** When correspondence requires Executive Committee action, and a staff report is not essential for consideration, the correspondence is brought forward on the next Executive Committee agenda, provided it has been received before the agenda deadline.
 - 1.4.2** When correspondence requires Executive Committee action and a staff report is essential for consideration, the matter is brought forward on the next Executive Committee agenda with the relevant staff report, if it can be prepared in time. If a staff report is not prepared for the next agenda, the correspondence will be brought forward on the next agenda with an update from the responsible Manager.
 - 1.4.3** With the exception of correspondence referenced in sections 1.6 and 1.7 where the Executive Coordinator determines that correspondence should be received by the Executive Committee for information, and it is received prior to the agenda deadline for a meeting, it is placed on the next Executive Committee agenda. Correspondence received after the agenda deadline will be placed on the following agenda unless the

Executive Committee agrees to consider it as a late agenda item, because it is of an urgent nature.

- 1.4.4** Misaddressed correspondence, for example to "Islands Trust" or to staff but is, in the opinion of the Executive Coordinator, intended for the Executive Committee is handled in accordance with section 1.4 (1.4.1 - 1.4.3).
- 1.4.5** Correspondence of a general operational nature, including general inquiries and routine requests for information, where a decision or action of the Executive Committee is not required, is answered directly by staff. The staff response is copied to the Executive Committee for information, if the incoming correspondence was addressed to the Executive Committee.
- 1.4.6** Correspondence received by Islands Trust as part of a mass mailing, such as notifications and newsletters sent to all members of the Union of BC Municipalities, Association of Vancouver Island and Coastal Communities, Federation of Canadian Municipalities and other similar associations will be circulated to Executive Committee members.
- 1.4.7** A person who wants to appear before the Executive Committee at a regular meeting shall, at least eight full calendar days prior to the meeting, deliver the request in writing to the Executive Coordinator. The request must include the name of each petitioner, his or her residential address and a copy of the presentation. The subject of the petition or delegation must be related to a matter that is within the jurisdiction of the Executive Committee. At the discretion of the Chair, following consultation with other members of the Executive Committee, the petitioner or delegation may be given a space on the agenda. Priority will be given to petitions or delegations related to matters on the agenda of the Executive Committee meeting.
- 1.5** Further to section 1.4, where there is a question about whether the subject of correspondence falls under the terms of reference for the Executive Committee, or the appropriate course of action in relation to the correspondence is not clear, the Executive Coordinator will consult with the Chief Administrative Officer, or designate, for a decision.
- 1.6** The Executive Committee will not formally accept anonymous correspondence, or correspondence marked private or confidential unless it could be considered in a closed meeting in accordance with Sec. 90 of the *Community Charter*. In the case of private, personal or confidential correspondence, the Executive Coordinator will receive instructions from the addressee before opening or processing further.
- 1.7** Correspondence that is defamatory toward an individual or that contains profanities or language that the Legislative Services Manager (or designate) deems to be inappropriate will not be placed on an Executive Committee agenda that is open to the public.
- 1.8** Senders of correspondence referenced in section 1.6 that does not qualify for receipt by the Executive Committee will be notified by staff explaining the reasons and what would be necessary to have the correspondence received, if applicable.

- 1.9** Hard copy correspondence qualifying for inclusion on an agenda must include the first and last name of the sender as well as their address, including postal code. Email correspondence qualifying for inclusion on an agenda must include the first and last name of the sender and their email address.
- 1.10** With the exception of correspondence referenced in sections 1.6 and 1.7 correspondence submitted to the Executive Committee is a public record and may be published in a meeting agenda that is available for viewing by the public in hard copy and on the Islands Trust website.
- 1.11** Incoming correspondence that has been received as a CC (courtesy copy) will be circulated to the Executive Committee for information but will not be placed on the meeting agenda unless specifically requested by an Executive Committee member.
- 1.12** Personal information supplied by the sender in correspondence to the Executive Committee is also part of the public record and may have contact information (email address, street name, house number, phone number) and signature severed before being included in an open meeting agenda package.

2. Outgoing Chair and Executive Committee Correspondence

- 2.1** Upon direction from the Executive Committee, by resolution or by general consent at a meeting, staff will prepare outgoing correspondence for the Chair or Executive Committee member(s) signature in relation to Executive Committee matters.
- 2.2** Once prepared, the draft correspondence will be circulated to the Chair for approval and application of the Chair's electronic signature.
- 2.3** Once the outgoing correspondence has been approved and signed, the Executive Coordinator will process and make necessary file copies, one for the Chair Day Copies file and one for the subject file.
- 2.4** Where correspondence is distributed as an attachment to email, the original will not be sent by mail.
- 2.5** Copies of all outgoing correspondence signed by the Chair or Executive Committee member(s) shall be distributed by email to all members of the Executive Committee, the Chief Administrative Officer, relevant Committees, the responsible staff, and/or other applicable parties as directed.

3. Correspondence Log

- 3.1** The Executive Coordinator will track incoming correspondence addressed to the Chair or Executive Committee as well as outgoing correspondence under the signature of the Chair or Executive Committee member(s) in a correspondence log to ensure that it is responded to or acted upon in a timely manner.

C. Legislated References

1. *Community Charter*
2. *Freedom of Information and Protection of Privacy Act*

D. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

1. Policy Manual: Incoming Local Trust Committee Correspondence: General (7.4.1)
<http://www.islandstrust.bc.ca/media/246778/74iincomingltccorrespondence.pdf>
2. Policy Manual: Communications Policy (6.10.2)
<http://www.islandstrust.bc.ca/media/58357/6.10.ii%20communications.pdf>
3. Policy Manual: Executive Committee Terms of Reference (2.4.1)
<http://www.islandstrust.bc.ca/media/276184/24iectermsofreference.pdf>

Date: 30/08/2018

1. General

The general trend we have seen in planning over the last year is a steady increase in application volumes and complexity of those applications. The high volumes and the large number of local projects waiting to be undertaken are creating a strain on planning resources. To address this, the Director of Local Planning Services, with support from the management team, has been working on a review of the way we provide planning services to local trust committees and the Local Planning Committee. A briefing on this review is on this agenda for Trust Council's information.

Cannabis is expected to be legal in Canada on October 17, 2018. By this date all local trust committees will have received a Staff Report with recommendations in regards to dealing with Cannabis applications under the Cannabis Control and Licensing Act.

2. Northern Region

The Northern Team has advanced several local trust committee projects: water taxi zoning review (Gabriola); lot coverage review (Mudge); private moorage regulation review (Ruxton); *Riparian Areas Regulation* implementation (Gambier and Thetis); subdivision regulation review (Lasqueti); farm plan implementation (Denman); OCP reviews (Gambier and Lasqueti); Crown islet advocacy (Ballenas-Winchelsea); groundwater protection and water conservation (Hornby); vacation home rental education (Hornby); and shoreline protection (Keats). The Northern Team has also worked with local trust committees to update several administrative bylaws (i.e. fees, meeting procedures, and advisory planning commission bylaws).

There are currently more than 70 open applications for the Northern Region, including 5 rezoning applications (Gabriola, Thetis, Denman, Hornby and Keats Islands), in addition to routine Crown tenure referrals and building permit referrals.

The Northern Team continues to support First Nations relationship building initiatives, with engagement activities planned for Fall 2018 with K'omoks First Nation on Denman Island.

3. Salt Spring Region

The Salt Spring office has 74 open applications, 16 of which are rezoning applications and a number of these have significant First Nations or water sourcing issues. Applications regarding affordable housing were advanced (Croftonbrook, Community Services - Salt Spring "Commons"), while yet another complex affordable housing application was opened ("Meadow Lane"). The Salt Spring Island Local Trust Committee also issued several development permits, development variances permits, and considered numerous referrals.

The Salt Spring Island Local Trust Committee's top priorities continue to advance:

- Watershed Management - Strategic Planning sessions concluded, advancement of the Groundwater Supply Project,
- Uses in Rural Watershed zones - bylaws advanced to the Minister,
- Industrial Land Uses – Rescinded third reading of bylaws to re-engage affected land owners; another Public Hearing to be scheduled,
- Affordable Housing-Seasonal Cottages - Staff drafting a bylaw.

The Salt Spring Island Local Trust Committee also directed bylaw enforcement to proactively enforce short-term vacation rentals and to prioritize enforcement of lots with multiple unlawful dwelling units on a single lot. The Salt Spring Island Local Trust Committee also passed a standing resolution in managing non-medical cannabis retail applications referred by the Liquor and Cannabis Regulation Branch.

4. Southern Region

In addition to supporting these wider organizational goals, the Southern Planning Team is advancing a number of projects throughout the region, including Galiano Island's telecommunication strategy, affordable housing strategy, and dock review. Planning staff assigned to Mayne Island are awaiting Ministerial approval of the RAR

implementation bylaw, along with bylaw amendments for the Mayne Island commercial land use review. North Pender Island planning staff are working on land use planning for waste management with public hearing scheduled for September, while secondary suite legalization is proceeding, with the OCP amendment bylaw at the Minister's office. On South Pender, staff have completed a heritage registry, while OCP mapping and policy for pedestrian and bicycle routes are proceeding with a public hearing in early September. Saturna Island planning staff are proceeding with completion of a technical review of the Land Use Bylaw, are finalizing amendments to permit secondary suites, and are preparing a revised introductory OCP section focused on First Nations considerations and mapping of First Nations place-names.

Staff from the Southern Team also support the Local Planning Committee work program.

Applications in the Southern Region remain steady with over 100 applications received to the end of August 2018, an increase of 25% over the same period in 2017.

5. Bylaw Enforcement

Bylaw enforcement continues to be very busy. The Salt Spring short term vacation rental (STVR) project is the single largest group of files. Some STVRs have chosen to comply but many have not. A second warning letter has been issued. The next step will be to collect direct evidence that there is a bylaw violation and issue bylaw violation notices. On Denman Island a similar STVR project on a smaller scale is also underway. On North Pender and Galiano Islands STVR projects significantly reduced the number of unlawful STVRs and similar results are expected on Salt Spring and Denman Island. However, the result will take several years to achieve.

6. Grants Administration

The Grants Program Manager continues to monitor grants and update the grants tracking and grants database as required. Notifications for upcoming grants to which Islands Trust is eligible is sent to all Trustees and Planners as well as other staff and now to First Nations contacts if requested. A reformatting of the grants database is now complete and the Grants Manager is working with the Computer Applications Support Technician to house it. A webinar and training process to provide more information on the Grants Program continues to be developed and will be available for the incoming Trust Council. Research is being conducted on all LTC Project Lists for possible funding matches and a report will be provided to LTC's when it is complete.

7. Freshwater Sustainability

The Senior Freshwater Specialist is investigating the implications of the implementation of the BC Water Sustainability Act and Groundwater Protection Regulation in the Islands Trust Area. The Freshwater Specialist is inquiring with the Ministry of Environment and the Ministry of Forests, Lands, Natural Resource Operations, and Rural Development to identify the roles and responsibility of local government under the Water Sustainability Act, and is presenting to September Trust Council on the *"Implications of the Water Sustainability Act in the Islands Trust Area"*.

The Freshwater Specialist is completing the strategic planning project for the Salt Spring Island Watershed Protection Alliance. Groundwater and lake level monitoring is on-going. The Hornby Island Local Trust Committee moved Groundwater Protection and Water Conservation Tools to their top priority. Planning is underway for a strategic planning summit for the Freshwater Planning Action Committee in October.

8. First Nations

Fiona MacRaidl is under contract with Islands Trust to produce orientation materials on First Nations. This will include overview of First Nations in each local trust area, as well as information on engagement with First Nations. This material will be provided during the orientation of the new Trust Council in December and/or January.



Top Priorities

Local Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Community Housing Needs	Current: To be determined Planned: n/a	18-Nov-2016	Justine Starke	31-Mar-2018
2	Protect Coastal Douglas-fir and Associated Ecosystems	Current: Draft RFD for October LPC Planned: To be determined.	09-Nov-2017	Justine Starke	31-Oct-2018

Projects

Local Planning Committee

Description	Activity	R/Initiated
Development Approval Information Model Bylaw	Staff to draft amendments to Trust Council Policy 2.1 viii in order to develop a Development Approval Information Model Bylaw.	03-Mar-2016
Letter of Agreement with the Ministry of Transportation and Infrastructure - including discussion around access to water bodies.	Staff working with the MOTI to address the Letter of Agreement; next meeting planned for May 17, 2016. Local Planning Committee is monitoring the process.	03-Mar-2016
Domestic Wind Power	Update report as required.	03-Mar-2016
Blue Dot Campaign	Consideration of this proposal (added per resolution May 2015)	03-Mar-2016
Alternative Ways of Measuring Density	Bring forward a thorough analysis of alternative ways of measuring density and how to manage any corresponding impacts before consideration of requesting model bylaws be developed for local trust committees.	25-Aug-2016

Local Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
	Appropriate Economic Development	To be determined by the Local Planning Committee			18-Nov-2016
	Develop tool kit to assist LTCs and island municipalities to reduce ecological footprint.	Trust Council - strategic plan			17-Aug-2017
	Shoreline Marine Planning	Trust Council - Strategic Plan Item Conduct a working group session to brainstorm possible directions.			09-Nov-2017

To:	Trust Council	For the Meeting of:	September 18, 2018
From:	David Marlor, DLPS	Date Prepared:	August 28, 2018
SUBJECT:	Local Planning Services Review		

PURPOSE:

The purpose is to review Local Planning Services and implement improvements in service delivery.

BACKGROUND:

In June, September and December of 2017, the Director of Local Planning Services reported to Trust Council indicating that management and Local Planning Services staff will be reviewing the current staffing arrangement and means to provide planning services to local trust committees.

In July 2017 the management team approved a Community Charter that included a process for one-on-one discussion with trustees and staff, a review of data, and provision of a report with recommendations on ways to improve service delivery in Local Planning Services. The overall goals of the review were:

1. to recognize high demand for and need to retain Island (senior) Planners;
2. to accommodate changes in needs since the 2007 review; and
3. to ensure Local Planning Services is providing efficient and effective service.

In Fall of 2017 the Director of Local Planning Services conducted interviews with trustees and staff.

ANALYSIS:

Looking to the future, Local Planning Services envisions a robust planning organisation that is committed to delivering a bright future for the Islands Trust, where communities and First Nations work together to help shape policies and regulations mindful of community needs, aboriginal rights and title and changing environmental sensitivities.

Over the past 20 years, local planning services have been delivered using the same model of a dedicated planner for each local trust committee. Depending on workload, in some instances two or three local trust committees share one planner, and in others more than one planner provides service to an island. While this approach appears to ensure that planners know the community and issues, it is increasingly difficult to continue this approach while meeting changing needs of the communities.

After analysing the 2017 interviews with Staff and trustees, and the data (application volumes, number of projects, planner time tracking results), the following issues have become more apparent with the current system.

Work demands vary by local trust area, geographic area and time. Application volumes vary by local trust area over time, and in some instances overwhelm the assigned planner; the current system of

assigned planner per island makes it difficult to adjust to the changes in demand. Pressure to process applications quickly result in more time being taken up by current planning at the expense of local trust committee project work. The volume and complexity of applications and referrals has increased, taking up more of the planner time, usually at the expense of local trust committee projects. Under the current system, the planners face pressure to turn applications around quickly as well as pressure to complete work on local trust committee projects. With more than 30 First Nations in the Trust Area, First Nations Engagement affects all aspects of planning and requires substantial staff resources.

There is a disconnect between number of projects and resources. The current policy of three priorities per local trust committee creates too many project priorities to adequately undertake given available resources and does not reflect needs of individual communities. There is little incentive for local trust committees to link work program to strategic plan objectives, resulting in work being undertaken that does not further the Islands Trust Strategic Plan.

We are unbalanced in budgeting. Up to the year 2017 local trust committee project budgets were prepared as requested by local trust committees up to 18 months in advance of the new fiscal year. The result was that the funds were often significantly underspent, or diverted to other needs. While we have made changes to this approach, there is still a gap in consideration of approval of the funds and resources for local trust committee projects in relation to Trust Council priorities.

We have difficulty attracting and maintaining professional staff. Attraction and retention of staff is hard to sell when working on the one or two islands and being challenged by the community. Staff retention would be boosted by more fluidity in the role assignments and improvements in the meeting working environment. We have had situations where it has been difficult to hire planners, especially planners with senior experience. This is partly due to a high demand for planners around the province, and also the cost of living, and the compensation we are able to offer. Under the current system we are not particularly nimble at covering gaps that occur when we have planner vacancies, and these vacancies often unfairly impact the local trust committee(s) to which that planner is assigned.

Current modern planning approach to support Islands Trust object benefits from specializations.

Environmental limitations and social needs are increasingly focusing the community lens on balancing growth with the ability of the environment to handle that growth. This requires more specialisation in the organisation. The current specialization positions in Local Planning Services (First Nations, Freshwater) are transitional that cannot easily be implemented under the current system. Other specialisations (such as environmental planner, social planner, graphic design) are missing and difficult to implement under the current staffing system.

Interactions with community are changing. With on-line social media becoming more important, interactions have become shorter and more immediate. In some instances social media posts can be influential on the community and detrimental to the planning process if they go uncorrected. This results in planners that are dedicated to local trust committees getting drawn into a level of debate that the organization cannot sustain. While a majority of trustees prefer a dedicated planner for their local trust area, changing approaches to public interaction makes this approach less and less viable. The Island Planner is often undertaking administrative work that does not use their full capacity as a senior planner.

We do not have a long range planning management system. Current structure does not lend itself to prioritization of Official Community Plan management. Official community plans are not being updated on a regular rotation, leading to several official community plans that are out of date by up to 35 years; this further leads to applications to amend them, or to updating sections of them in one-off projects.

Silos between Trust Area Services and Local Planning Services are built-into our system by structure. In practice this is not how we want to work together. There are many areas of mutual concern and points for collaboration between Local Planning Services, Trust Area Services and the Islands Trust

Conservancy. Local trust committee projects would benefit, in some instances, from a regional approach looking at not just planning solutions, but other solutions such as advocacy. An example of the silo approach is with the current Grants Manager position that is limited to working on grants for local trust committees. As grant deadlines rarely match local trust committee project needs, very few grants are applied for. Another example is where planning work is currently undertaken locally, whereas savings in time and resources could be realised by having one planner, or team of planners work on similar projects and applications regionally. There is a need to go beyond planning and undertake other functions such as delegated authority from Trust Council or local advocacy on issues of importance to the local trust area. Under the current system there are no resources to undertake this work.

Following an analysis of the data, we identified changes that would benefit the organisation and address the above issues (Attachment 1 – Review of Local Planning Services: Business Solution Options Document).

The recommended changes are:

- reorganise local planning services to work as teams across regional offices and breakdown silos, to support opportunities for specialisation and broader professional expertise, and to support local advocacy;
- build into the system a managed approach to updating and maintaining all 20 official community plans on a rotational basis;
- significantly increase planning resources to the Local Planning Committee;
- develop metrics for measuring performance on applications and projects, and a system to report out on those metrics;
- transfer grants function and housing agreement administration to Trust Area Services;
- establish an annual budget for First Nations engagement;
- review job profiles and classifications and establish and maintain an approved “As and When” auxiliary planners list; and
- recommend Trust Council amend relevant Policies (6.2.1 and 6.7.1 and 6.10.1) on work programs and local advocacy.

NEXT STEPS:

Management will work with staff to finalize the implementation plan, and begin to undertake necessary changes beginning in December 2018. Business Cases will be developed for items requiring funding approval and submitted to the FPC for consideration in the 2019/20 fiscal Year budget. Council will be updated on the progress of the changes at regular intervals.

ATTACHMENT(S):

1. Local Planning Services Review Business Case

FOLLOW-UP:

1. Implemented as indicated.
 2. Other considerations as requested by Trust Council
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Review of Local Planning Services

Business Solution Options Document

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1.0 Executive Summary

1.1 Business Problem and Opportunity

A review of comments made by trustees and staff when interviewed in late 2017 for this project, along with conversations with the Regional Planning Managers, indicate that the following are issues that should be addressed:

1. Application volumes vary by local trust area over time; the current system of assigned planner per island makes it difficult to adjust to the changes to demand. Pressure to process applications quickly result in more time being taken up by current planning at the expense of local trust committee project work. With more than 30 First Nations in the Trust Area, First Nations Engagement affects all aspects of planning and requires substantial staff resources.
2. The current policy of three priorities per local trust committee creates too many project priorities to adequately undertake given available resources. There is little incentive for local trust committees to link work program to strategic plan objectives, resulting in work being undertaken that does not further the Islands Trust Strategic Plan.
3. Currently there is no systematic approach to undertake reviews of the 20 local trust committee Official Community Plans, resulting in some plans being up to 35 years old.
4. Priorities in some local trust areas have moved away from planning and into the realm of advocacy. Without dedicated policy analyst, planners not trained in advocacy are being asked to undertake advocacy work for local trust committees.
5. We have had situations where it has been difficult to hire planners, especially planners with senior experience. This is partly due to a high demand for planners around the province, and also the cost of living and compensation we are able to offer. We are not particularly nimble at covering gaps that occur when we have planner vacancies.
6. While we have a grants manager position, the role is limited to grants for local trust committee projects. As grant deadlines rarely match local trust committee project needs, very few grants are applied for.
7. Increase in proactive enforcement by local trust committees and bylaw enforcement review of planning bylaws placing demand on bylaw enforcement time.
8. Climate change means more focus on freshwater and sustainability necessary over the coming years.
9. Role confusion due to inconsistency in work undertaken by similar positions in each office
10. No one person responsible for records management of Local Planning Services documents.
11. Local Planning Committee is under-resourced and products usually required local trust committees to implement.

1.2 Options Considered

The options that are being considered are:

Option 1 - Reallocate planning staff to create dedicated project and current planning teams. This approach would allocate planning staff to a project planning team and a current planning team. This could be supported by Trust Council policy amendment to eliminate the requirement that each local trust committee has three projects, and replace it with a policy

based on Trust Council Policy Statement and Strategic Plan. This approach would provide more resilience in dealing with fluctuations in volumes of applications and demands for proactive planning work.

This option would allow us to more easily create a local planning advocacy position. Over the last several years, the need for local advocacy has grown. There are some issues that are not regional or Trust-wide and therefore do not make it onto the Executive Committee work program. As a result local trustees undertake advocacy work on behalf of their constituents

If Local Planning Services is reorganized into current and policy planning, the organization could take advantage of hiring opportunities to bring in some specialized planning skills. Ideally these would be in the area of First Nations relations and engagement, environmental planning and social planning. Job descriptions would be amended for these positions. While assigned to policy planning, the planners could act as advisors to current planning staff.

Option 2 – Improved Status Quo

While the 2007 report approach was to allocate 33 percent of planner time to projects, the reality is that application volumes has led to an increase of time spent on current planning, cutting into the time that could be used for proactive planning. In 2017 Local Planning Services staff spent 60 per cent of their time on current planning.

While the 2007 report approach was to allocate 33 percent of planner time to applications, the reality is that application volumes have led to an increase of time spent on current planning. In 2017 LPS spent on average 55 per cent of their time on current planning.

The remaining 33% was allocated to administrative functions such as preparation for and attendance at local trust committee meetings, staff meetings and other such functions

The division between current planning and project planning should be adjusted, but goal division should be established and communicated.

1.3 Recommended Decision

Option 1 - Reallocate planning staff to create dedicated project and current planning. To support this option the following would be undertaken:

1. Develop metrics for measuring performance on applications and projects, report on them quarterly and assess them for means to improve over time;
2. Provide specialized resources by:
 - creating a Planning Technician position with technical understanding of bylaws and local government that would undertake most referrals for all local trust committees, and undertake some work on development variance permits and subdivision referrals;
 - creating a permanent Sustainability Specialist that would be a science-based position that would undertake research and provide advice on sustainability issues such as water resources and climate change; and
 - hiring planners with specialized skills to bring in some specialized planning skills, such as First Nations relations and engagement, environmental planning, social planning and graphic design skills.

3. Improve collaboration with Trust Area Services by:
 - creating a local trust committee advocacy liaison position, reporting to Director of Trust Area Services, that undertakes local trust committees' advocacy work that is not of regional significance, as well as undertaking liaison with Bowen Island Municipality;
 - transferring grants function to Trust Area Services by incorporating into the new program coordinator position, freeing 0.4 FTE for other purposes; and
 - transferring housing agreement administration to Trust Area Services by incorporating into the new program coordinator position to ensure a consistent approach to monitoring and administering housing agreements for local trust committees.
4. Provide support for Trust Council strategic direction by:
 - establishing a permanent First Nations Specialist position, or equivalent funding to hire consultants, to provide expertise and advise on working with Indigenous peoples; and
 - amending Trust Council Policies 6.2.1 and 6.7.1 to remove the requirement for three top priorities per local trust committee and replace with a more flexible system that allocates resources and priorities based on compliance with Islands Trust Policy Statement, Islands Trust Strategic Plan, local needs and available resources; and amend policy 6.10.1 to establish protocols for local trust committee advocacy.
5. Ensure Capacity by:
 - reviewing job profiles and classifications to support realignment of planning staff; and
 - establishing and maintaining an approved "As and When" auxiliary planners list with a focus on current planning skills to provide back-fill for unplanned absences.

2.0 Introduction

2.1 Background

1990s and early 2000s

In the 1990s planning services were based in Victoria. There were five Senior Planners and five Planning Technicians. An Island Office was opened on Salt Spring Island and by early 1990s was staffed with one Senior Planner, one Planning Technician, one Clerk and one Receptionist. An additional Planning Technician was added in 1996. The rest of the planners (four Senior Planners and four Planning Technicians, one clerk and one assistant) were located in the Victoria Office. Mapping (two staff) and Bylaw Enforcement (one officer with no administrative support) were located in Victoria. Completing the Local Planning Services complement was a Director, also located in Victoria. Staff complement was 19 staff.

In 1992, the Province proclaimed an amended *Islands Trust Act*. This modernized Act required that Trust Council create a Policy Statement, and required that all Official Community Plans be consistent with that policy statement. To support the transition and updating of official community plans, the Province provided significant matching grants. These grants, in the hundreds of thousands dollars, allowed the use of consultants to undertake much of the work. During this time-frame, Islands Trust developed Trust Council policies to help manage planning resources and budgets. To ensure that staff was not overloaded, and to ensure fair distribution of resources, Trust Council adopted Policy 6.7.1 [Work Program, Follow-up Action Lists and Priorities Chart] on December 17, 1992. This policy requires that each organizational unit (including local trust committees) have three top priorities that they are working on.

In the late 1990s, the Province created new Planning Officer categories in the Collective Agreement. Prior to this time, the planners were classified as Administrative Officers. With this change the Senior Planner and Planning Technician were converted to Planning Officers (Grid 27 and Grid 21 respectfully). At the same time, the Province created a third planner position (Planning Officer Grid 24). This meant that the old Senior Planner and Planning Technician did not fit this new pay structure. Further, to address the creation of three planning offices, local planning services was divided into three units. The northern and southern units had two Senior Planners as the lead, supported by a Planner, clerk and assistant.

In late 1990s, one of the five senior planning positions was transitioned to support Trust Area Services, and another was eliminated through a retirement. This left three Senior Planning positions and these were renamed Regional Planning Coordinators (now at Grid 30).

During the 1990s, local trust committees would not meet often, with most of the business being conducted by resolution-without-meeting. With the exception of Salt Spring Island, meetings would occur between two to four times per year (two being the minimum required by bylaw), or meetings would be called when 2nd and 3rd readings were required for bylaws. As there was no open meeting requirements, there was little need for comprehensive staff reports. Most business, such as development variance permit, development permits and subdivision applications requiring local trust committee decision were conducted through discussion between planners and trustees and then the writing and signing of resolutions-without-meetings.

When the new open meeting requirements came into force, the only opportunity for local trust committees to speak to each other and debate issues was in a meeting that was open to the public. This rendered the use of resolutions-without-meetings ineffective for most business. As a result, local trust committees significantly increased their number of meetings to be able to address business in a timely manner. Along with this came an increase in administrating the meetings, and planner time to prepare reports for the agendas and attend the meetings.

In 1999 Bowen Island Municipality incorporated. Under the *Islands Trust Act* and under an agreement with the Ministry, the Islands Trust had a three year contract to provide planning services at the rate of contribution from Bowen Island in the same amount as provided before incorporation. One Senior Planner was assigned to Bowen Island. After two years the Islands Trust and Bowen Island Municipality agreed to end the planning contract. Within local planning services, this affected one planning staff position.

In early 2000s, there was a political desire to locate more staff on the islands. In response, the Islands Trust opened a new Northern Office on Gabriola Island. This initially started with one Senior Planner, one clerk and one administrative assistant. The Clerk and planner were transferred from Victoria (by mutual agreement) and the administrative assistant was added.

The regional planning coordinator positions were later renamed to Regional Planning Managers (no change in pay scale or duties). Finally the positions were excluded from the union and redefined as management positions.

During the 1990s and early 2000s, bylaw enforcement was undertaken by one bylaw enforcement officer reporting directly to the Director of Local Planning Services. On retirement of this officer, the position was split into three 0.4 full-time equivalent (FTE) positions, each located in one of the three offices (Victoria, Salt Spring and Northern Office). The three officers reported directly to the Director of Local Planning Services. During this period there was no coordination between the three and no administrative support provided. Demand for enforcement of bylaws meant that over the years Trust Council increased funding to allow more hours to bylaw enforcement, until all three positions were working full time.

Over the years the issues to be considered in processing land use planning applications, or undertaking reviews of official community plan policies or land use bylaw regulations have become more complex than they were during the 1990s and early 2000s. For example, First Nations, climate change, freshwater concerns, housing affordability and fish habitat regulations, to name some, were not major issues to be considered in the 1990s. As a result, staff reports and public processes are more complex, involved and take more staff resources today than they did in the past.

The 2007 Local Planning Services Review

The 2007 Review was undertaken in response to inability for planning services to meet the demand for local planning. Up to 2007 local planning services evolved organically, in response to political requests and perceived needs. There had not been a coordinated effort to review the needs and determine options.

Trust Council adopted all of the recommendations of an internal review. This review recommended strengthening the three regional offices by increasing planning, administrative and bylaw enforcement staff.

2.2 Business Problem and Opportunity

A review of comments made by trustees and staff when interviewed in late 2017 for this review, along with conversations with the Regional Planning Managers, indicate that the following are issues that need to be dealt with.

1. Application volumes vary by local trust area over time; the current system of assigned planner per island makes it difficult to adjust to the changes to demand. Pressure to process applications quickly result in more time being taken up by current planning at the expense of local trust committee project work. With more than 30 First Nations in the Trust Area, First Nations Engagement affects all aspects of planning and requires substantial staff resources.
2. The current policy of three priorities per local trust committee creates too many project priorities to adequately undertake given available resources. There is little incentive for local trust committees to link work program to strategic plan objectives, resulting in work being undertaken that does not further the Islands Trust Strategic Plan.
3. Currently there is no systematic approach to undertake reviews of the 20 local trust committee Official Community Plans, resulting in some plans being up to 35 years old.
4. Priorities in some local trust areas have moved away from planning and into the realm of advocacy. Without dedicated policy analyst, planners not trained in advocacy are being asked to undertake advocacy work for local trust committees.
5. We have had situations where it has been difficult to hire planners, especially planners with senior experience. This is partly due to a high demand for planners around the province, and also the cost of living and compensation we are able to offer. We are not particularly nimble at covering gaps that occur when we have planner vacancies.
6. While we have a grants manager position, the role is limited to grants for local trust committee projects. As grant deadlines rarely match local trust committee project needs, very few grants are applied for.
7. Proactive enforcement by local trust committees and review of planning bylaws placing demand on bylaw enforcement time.
8. Climate change means more focus on freshwater and sustainability necessary over the coming years.
9. Role confusion due to inconsistency in work undertaken by similar positions in each office
10. No one person responsible for upkeep of Local Planning Services documents.
11. Local Planning Committee is under-resourced and products usually required local trust committees to implement.

2.3 Review Approach

In undertaking a review of Local Planning Services, the Director of Local Planning Services:

- Undertook one-on-one interview discussions with trustees on what works and what does not work in Local Planning Services delivery.
- Hired a consultant to interview staff to get an understanding of what is working and what is not working in Local Planning Service delivery.
- Reviewed data on application volumes, number and type of projects and staff resources actually used to undertake the work over the past two years.

- Reviewed Local Planning Service functions with the Regional Planning Managers.
- Reviewed gaps in service delivery, and opportunities for collaboration with other Islands Trust units.

3.0 Current Situation

3.1 Description of Current Process

The 2007 Review was undertaken in response to inability for planning services to meet the demand for local planning. Up to 2007 local planning services evolved organically, in response to political requests and perceived needs. There had not been a coordinated effort to review the needs and determine options.

Trust Council adopted all of the recommendations of an internal review. This review recommended strengthening of the three regional offices by increasing planning, administrative and bylaw enforcement staff.

1. CURRENT SITUATION

1.1. There are three planning offices.

1.2. Northern office (9 FTEs)

- 1 x Regional Planning Manager
- 3 x Island Planner
- 1 x Planner 2
- 1 x Planner 1
- 1 x Legislative Clerk
- 1 x Planning Team Assistant
- 1 x Office Assistant

1.3. Southern Team (7 FTEs)

- 1 x Director of Local Planning Services
- 1 x Regional Planning Manager
- 3 x Island Planner
- 1 x Planner 1 (Acting Planner 2)
- 1 x Legislative Clerk
- 1 x Planning Team Assistant

1.4. Salt Spring Team (8 FTEs)

- 1 x Regional Planning Manager
- 1 x Island Planner
- 1 x Planner 2
- 2 x Planner 1
- 1 x Legislative Clerk
- 1 x Planning Team Assistant
- 1 x Office Assistant

1.5. Bylaw Enforcement (4 FTEs)

- 1 x Bylaw Enforcement Manager

2 x Bylaw Enforcement Officer

1 x Administrative Assistant

1.6. Other (0.65 FTE, plus 2 temp FTEs)

0.4 x Grants Manager

0.25 x Communications Specialist

1 x Senior Intergovernmental Policy Advisor (temp)

1 x Senior Freshwater Specialist (temp)

Total LPS – 29.65 FTEs + 2 temp FTEs

1.7. Grants Administration was moved from Trust Area Services to Local Planning Services. This two-day a week position reports to the Director of Local Planning Services. The focus is on grants for local trust committees only.

1.8. There is currently one temporary position reporting to the Director of Local Planning Services - Freshwater Specialist. Funding is available for the 2018/19 Fiscal year for First Nations Engagement contract support.

3.2 Workload/Volume of Business

<i>Item</i>	<i>Approximate volume</i>
<i>Northern Region</i>	107 active open applications in 2017 Twenty on-going projects of varying complexity Planners report 61% of their time used on current planning in 2017 Planners report 27% of their time used on project planning in 2017
<i>Salt Spring Region</i>	139 active open applications in 2017 Five on-going projects of varying complexity Planners report 47% of their time used on current planning in 2017 Planners report 30% of their time used on project planning in 2017
<i>Southern Region</i>	126 active open applications in 2017 Fifteen on-going projects of varying complexity Planners report 59% of their time used on current planning in 2017 Planners report 23% of their time used on project planning in 2017
<i>Local Planning Committee</i>	Three projects undertaken in 2017 Planners report that of all projects hours used, 7% were used on LPC projects, which is 2% of all planner hours available for planning.

3.3 Current Business Issues

Current Planning

Application volumes have increased in recent years. Historically, planners have spent about 60 percent (7.8 FTEs) of their non-administrative time on current planning, which includes application processing and inquiries. Some of the time commitment is from the volume and desire to complete applications as quickly as possible.

Of the time spent on current planning, approximately 800 (0.6 FTE) hours per year is used dealing with building permit referrals and other referrals (siting and use permits, crown referrals, etc.).

Rezoning applications take up the majority of the planners' time. The average time for completion of a rezoning is two years, though this varies widely depending on the application. The minimum is around six months. Delays in rezoning application usually occur due to unexpected public, First Nations or agency concerns. Some delays occur due to local trust committee not making a decision, or requesting more consultation or research. Some delays have occurred due to limited staff resources.

Building permit referrals, siting and use permits, subdivision referrals and other such applications are currently done by a variety of staff and varies by office. All staff report that application volumes usually result in pressure to undertake current planning work at expense of project work.

Project Planning

In the survey, Staff reported that project work is unmanageable with too many priorities per local trust committee. Trust policy currently states a maximum of three priorities per local trust committee, which results in 39 priorities. These priorities are of varying complexities, and therefore do not represent true work volumes.

In the 2007 Local Planning Services review, Local Planning Services nominally allocated 33% of available planning resources to Project Planning. In 2017 planning staff recorded 26% of their time on project work. This is approximately 3.4 FTEs out of 13 available.

New approach to project planning and management requires consideration of availability of staff planning resources before the project may start. The Islands Trust policy on top priorities needs to be amended to remove the requirement for three projects per local trust committee and instead limit it to one, with additional projects being permitted subject to resource availability.

While more resources would be ideal to undertake projects, it would have to be at the expense of reducing resources for current planning or through staff resource increases.

Over the last several years focus has shifted from regular reviews of official community plans to targeted policy and regulatory amendments specific to each local trust area. There are currently 20 official community plans in the 13 local trust areas. The average age of the official community plans is 13 years, though the more active islands have an average age of six years old. The oldest official community plans are Piers Island and DeCoursey Island, both 35 years.

It may be possible to reduce workload by expanding some major island official community plans to include the entire local trust area, or including associated islands official community plans as area plans in the more general official community plan for the local trust area. Opportunities for this are:

- expanding Gabriola Official Community Plan to the entire local trust area and include Mudge and DeCoursey islands;

- expanding Gambier Official Community Plan to the entire local trust area and include Keats and Gambier associated islands;
- expanding Thetis Official Community Plan to the entire local trust area and include Valdez and Thetis associated islands;
- expanding North Pender Official Community Plan to the entire local trust area and include the North Pender associated islands; and
- expanding Salt Spring Official Community Plan to the entire local trust area and include Piers island and areas currently not covered by an Official Community Plan.

While these would be significant community projects and require significant planning resources, the result would be 13 Official Community Plans, one for each of the local trust areas.

In responding to a telephone survey, trustees have high regard for all of the work undertaken by planners. Some recognize that planners are asked to do work that is not directly planning related. Staff has noted that Island Planners also have to undertake administrative work, most notably running of the local trust committee meetings (except Gabriola and Salt Spring).

Trustees also noted that there is quite a few staff at some local trust committee meetings. For example, a planner often will be asked to attend a meeting to present a report. While local trust committees generally like having the staff at the meeting for this purpose, they wonder about the need and efficiency of this approach.

From the survey of trustees, there was no consensus on whether or not an Island Planner dedicated to their island is important. Those that thought it was important reasoned that it had to do with the planner knowing the community, and the continuity provided by a planner assigned to that island for some time. Those that did not see the benefit did say that having a contact planner was important.

Trustees and staff thought that application processing trumped project planning when it comes to time allocation. This was seen as partly a desire to turnaround applications quickly, and a perception of a political need to respond quickly to applications. As a result, project planning resources become reduced.

Staff noted that planners are being asked to do non-planning work, such as advocacy through letter writing or attending meetings. In 2017, local trust committee meetings consumed 16% (2.1 FTE) of planners' time available for planning work. This is mostly from attendance at meetings, but includes preparation for meetings and immediate follow-up to those meetings.

Planner Staffing Strategy

Some functions, such as graphic design and corporate identity have not been coordinated to any degree, leaving design and style to individual planners. This has changed with the introduction of a corporate identity, and an active role of the Communications Specialist in public-facing products from Local Planning Services. Local Planning Services would benefit from inclusion of in-house graphic design abilities.

All planners hired at Islands Trust are generalists. While there have been discussions in the past about incorporating more specialized planning skills, such as social (housing), environmental and

First Nations, the current structure makes this difficult to implement. With a change of structure to dedicated current and policy planning teams, there is an opportunity to incorporate specialized planning skills into the organization.

Hiring of planners has been problematic, given competition from other local governments, private firms and limitations in compensation in the Public Service. An approach that appears somewhat successful over the past years has been creating a flexible working environment for the planners. This is partly through the implementation of the ETO component, in which planners and supervisors agree on days of the week planners are required to work, as well as any operational needs, and the planners determine their own hours on the days agreed to work. Planners have to manage their time to ensure they work 70 hours over two weeks. Other flexible options include some limited working from home opportunities, working on the ferry or working out of other offices.

We have three planning positions: Planner 1 (Planning Officer 1, Grid 21); Planner 2 (Planning Officer 2, Grid 24); and Island Planner (Planning Officer 3, Grid 27). Planning Officer 4 (Grid 30) is currently not in use at the Islands Trust. With reorganization into two main teams – current planning and project planning – there is an opportunity to review job profiles and reconsider the appropriate classifications. To create longevity of staff working for the Islands Trust, the ability to hire “developmental” planners at the Planner 1 level and then move up to Planner 2 level would help facilitate retention and promotion.

Over the years we often need to fill planning positions on a temporary basis due to sick leave, maternity leave, retirements, planner leaving the organization or other reasons. Unfortunately, the hiring process can be lengthy and we often find we cannot back-fill positions quickly.

Grants Administration

Grants administration was originally under TAS and funded at three days per week (0.6 FTE). This position undertook grants administration and external award applications for the organization. To reduce budget, the position was reduced to two-days per week (0.4 FTE) and limited to grants administration for local trust committees only.

There are limited grants available for planning purposes and the grant dates rarely coincide with local trust committee project planning. Most grants are matching grants, so very little revenue is generated from this position. The Grants Manager currently maintains a database of grant opportunities, sends out information about the grant opportunities to staff and trustees and to some First Nations, writes grant applications, and for awarded grants monitors and reports as required by the grantor.

Over the past three years, the following grant revenue has been realized through this position:

- 2015 - \$92,514
- 2016 - \$307,845
- 2017 - \$16,965

Most of the 2016 funding was flow-through funding for a community project on Lasqueti Island.

This position could be transferred back to Trust Area Services and combined with the new administrative position. This approach could allow the function to respond better to grants for

any organizational body, and be better aligned with communications and grants function of the Islands Trust Conservancy.

Housing Administration

Housing agreement administration is a new function funded for the first time in the 2017/18 fiscal year. The work initially involved setting up a process and procedures for creation of and management of housing agreements. As this work is completed, the focus now is on management of adopted housing agreements, and supporting planners through maintenance of a housing agreement database.

Work is expected to remain minimal, for some time. Currently there are six housing agreements in the trust area. Work is currently being undertaken by an “as-and-when” employee. This work can be assigned to the new Trust Area Services program coordinator position.

Bylaw Enforcement

Trustees generally have a high regard for the services provided by bylaw enforcement. Staff notes that more integration with planning is good, but this does require bylaw enforcement resources when reviewing new bylaws. Number of enforcement files open has been pretty steady over the past several years at just under 300. Comments from staff suggest that more resources are required. Staff and trustees comment that the Bylaw Enforcement Notification System has been effective at reducing workload; however, Denman, Hornby and Lasqueti local trust area do not have a bylaw enforcement notification system in place. Saturna Island is in process of developing such a bylaw at time of writing.

Local trust committees often develop standing resolutions on proactive bylaw enforcement for a particular issue. This is initiated at the request of the local trust committee, or on recommendation from staff. Proactive enforcement can consume a lot of staff time to administer, and can result in additional work for planners when people are directed to the planning department to make an application to become compliant with the land use bylaw.

Specialist Positions

Over the past couple of years, Local Planning Services has two temporary specialist positions; a Senior Intergovernmental Policy Advisor (SIPA) and a Senior Freshwater Specialist (SFS).

The SIPA position started in June 2016 and finished by end of August 2018. The position has helped transform the approach to First Nations engagement at the Islands Trust. New procedures for local planning services are in place (or will be shortly) for engagement of First Nations.

Looking forward, local planning services should be dealing directly with First Nations on specific issues, building on the relationships already built. Continued advice will be necessary over the coming years, as the area of First Nations engagement is always changing. Resources will also be required to maintain and update policies and procedures, and to provide orientation to trustees and staff in this area.

The SFS position started in June 2017 and will currently end on March 31, 2019. This position is adding value in providing a scientific focus on freshwater resources. This is central to most of the planning on the islands. The SFS has been involved in the Salt Spring Island Watershed Protection Alliance, working with planners on freshwater aspects of rezoning applications and

major local trust committee projects, providing advice on official community plan policy wording in relation to freshwater, undertaking peer review of hydrogeological reports for development applications, undertaking mapping research in relation to freshwater to add to our knowledge base, and looking at how the Water Sustainability Act could be implemented in the Island Trust Area.

Local Planning Services Administration

Local planning administrative services were reviewed and changes made a few years ago. Staff comments indicate there is still some concern about the removal of supervision of the Planning Team Assistant position from the Legislative Clerks. There is also still role confusion resulting from positions in each office undertaking some different duties. This is mostly a legacy.

Local Planning Services has a variety of documents that are used by all staff in the completion of their work. These include application form, internal policies and procedures, checklists, reference manuals and templates. Without a central person taking responsibility for the maintenance and update of these documents, they often do not get updated, or they are maintained in three offices by three separate people. This leads to lack of a single cohesive procedure for all Local Planning Services.

Local Planning Committee

Trustees and staff question the value of the local planning committee, especially when most land use planning tools are the jurisdiction of individual local trust committees. The Local Planning Committee appears to be most efficient when it is dealing with issues of interest to multiple local trust committees and producing information that does not need to be implemented by local trust committees through bylaw amendments. Examples of this kind of work include the housing needs assessments, the forum on housing, and the telecommunications model engagement strategy.

Resources for Local Planning Committee were historically provided on an ad hoc basis by planners off the side of their desk. In the 2007 review of Local Planning Services, five per cent of planner time was nominally assigned to Local Planning Services. Five per cent of 13 planners is 0.6 FTE. However, as local trust committee work programs took precedence, Local Planning Services never realized that level of support.

A change was made to have one planner provide a percentage of their time to the Local Planning Committee, similar to how planners provide dedicated time to local trust committees. This is currently limited to no more than 20 per cent of that planner's time. This is 1.5 per cent of all of the planner time available to Local Planning Services.

3.3.1 Trustee experience

Eighteen trustees responded to telephone interview requests conducted Fall of 2017. The following excerpts are a summary of key themes that were identified through the interviews. Full copies of comments are available.

- Not competitive with salaries offered. Hard to keep staff long time. Concerned about salaries and can't meet the needs.
- Like idea of specialist planners that float around. Be good to specialize and interest in certain areas. Environmental planners might be interested if those were enhanced in the job descriptions and advertising.

- Wondering if we're getting our fair share in terms of staffing.
- Planners at meetings – really helpful to have them there to ask questions.
- No easy way to deliver planning services to 13 distinct entities.
- More applications could be done by somebody in the office.
- Projects take a long time to get going and that is frustrating.
- Can see merit in splitting current planning and project.
- Having northern office is a good thing.
- Having dedicated senior planner does work well. Dedicated planner a preference. Has value local to have a relationship with their planner. Consistency of having a planner assigned to us – community gets to know that planner.
- Trustees and constituents want advocacy at the local level but how do we do this efficiently and without getting into trouble. Be nice to have resources we can tap into for advocacy. Advocacy – would like more support, we do it despite the restrictions. See a need for advocacy for LTCs reporting to Clare – seen as the government on islands so expectation that we handle everything.
- Do receive excellent work from planners.
- Staff reports – seems a lot of work for minor issues.
- Dedicated planner –doesn't make a lot of difference in terms of planning services. Don't necessarily need dedicated planner.
- Merit to having a fast response squad – small jobs division – small team that hit a project hard and fast if needed.
- We're probably not using creativity of planner to delve into new areas.

3.3.2 Staff experience

All Local Planning Services staff and several staff from other units were interviewed in late 2017 regarding how local planning services is working. The following excerpts are a summary of key themes that were identified through the interviews. Full copies of comments are available.

- Planners undertake administrative work at expense of planning work.
- Planners the only staff at local trust committee meetings as such required to do administrative as well as planning work.
- Planners have a good balance of project work and current planning.
- Too many projects for planners to handle. Projects require more consultation and are more complex today. Should be fewer projects undertaken.
- There is a lack of collaboration between Trust Area Services and Local Planning Services.
- Local Trust Committees choose their top three priorities which are unrelated to addressing regional top priorities. There needs to be greater coordination of Local Trust Committee projects.
- For Salt Spring, we are struggling to fulfill the Local Trust Committee project program while finding sufficient time to advance applications.
- Should be dedicated current planners and project planners.
- Suffering from high demand and lack of planning staff.
- Some applications could be handled by a planning technician.
- The Island Planners need to spend more time integrating their work with the rest of the organization and take a more regional approach.
- There needs to be follow through on reports that are done for the Local Planning Committee rather than the reports just being shelved.

- Planners should be spending more time to really delve into community planning work to be progressive.
- Sometimes there are three local trust committees working on the same project and the wheel is being reinvented three times.

3.4 Summary of Findings

Over the past 20 years, local planning services have been delivered using the same model of a dedicated planner for each local trust committee. Depending on workload, in some instances two or three local trust committees share one planner, and in others more than one planner provides service to an island. While this approach appears to ensure that planners know the community and issues, it is increasingly difficult to continue this approach while meeting changing needs of the communities.

After analyzing the 2017 interviews with Staff and trustees, and the data (application volumes, number of projects, planner time tracking results), the following issues have become more apparent with the current system.

Work demands vary by local trust area, geographic area and time. Application volumes vary by local trust area over time, and in some instances overwhelm the assigned planner; the current system of assigned planner per island makes it difficult to adjust to the changes in demand. Pressure to process applications quickly result in more time being taken up by current planning at the expense of local trust committee project work. The volume and complexity of applications and referrals has increased, taking up more of the planner time, usually at the expense of local trust committee projects. Under the current system, the planners face pressure to turn applications around quickly as well as pressure to complete work on local trust committee projects. With more than 30 First Nations in the Trust Area, First Nations Engagement affects all aspects of planning and requires substantial staff resources.

There are too many local trust committee projects. The current policy of three priorities per local trust committee creates too many project priorities to adequately undertake given available resources and does not reflect needs of individual communities. There is little incentive for local trust committees to link work program to strategic plan objectives, resulting in work being undertaken that does not further the Islands Trust Strategic Plan.

We are unbalanced in budgeting. Up to the year 2017 local trust committee project budgets were prepared as requested by local trust committees up to 18 months in advance of the new fiscal year. The result was that the funds were often significantly underspent, or diverted to other needs. While we have made changes to this approach, there is still a gap in consideration of approval of the funds and resources for local trust committee projects in relation to Trust Council priorities.

We have difficulty attracting and maintaining professional staff. Attraction and retention of staff is hard to sell when working on the same island where, in some instances, the planner is not always respected. Staff retention would be boosted by more fluidity in the role assignments and improvements in the meeting working environment. We have had situations where it has been difficult to hire planners, especially planners with senior experience. This is partly due to a high demand for planners around the province, and also the cost of living, and the compensation we are able to offer. Under the current system we are not particularly nimble at covering gaps that occur when we have planner vacancies, and these vacancies often unfairly impact the local trust committee(s) to which that planner is assigned.

Current modern planning approach to support Islands Trust object seems to benefit from specializations. Environmental limitations and social needs are increasingly focusing the community lens on balancing growth with the ability of the environment to handle that growth. This requires more specialization in the organization. The current specialization positions in Local Planning Services (First Nations, Freshwater) are transitional that cannot easily be implemented under the current system. Other specializations (such as environmental planner, social planner, graphic design) are missing and difficult to implement under the current staffing system.

Interactions with community are changing. With on-line social media becoming more important, interactions have become shorter and more immediate. In some instances social media posts can be influential on the community and detrimental to the planning process if they go uncorrected. This results in planners that are dedicated to local trust committees getting drawn into a level of debate that the organization cannot sustain. While a majority of trustees prefer a dedicated planner for their local trust area, changing approaches to public interaction makes this approach less and less viable. The Island Planner is often undertaking administrative work that does not use their full capacity as a senior planner.

We do not have a long range planning management system. Current structure does not lend itself to prioritization of Official Community Plan management. Official community plans are not being updated on a regular rotation, leading to several official community plans that are out of date by up to 35 years; this further leads to applications to amend them, or one-off projects to update sections of them.

Silos between Trust Area Services and Local Planning Services are built-into our system by structure. In practice this is not how we want to work together. There are many areas of mutual concern and points for collaboration between Local Planning Services, Trust Area Services and the Islands Trust Conservancy. Local trust committee projects would benefit, in some instances, from a regional approach looking at not just planning solutions, but other solutions such as advocacy. An example of the silo approach is with the current Grants Manager position that is limited to working on grants for local trust committees. As grant deadlines rarely match local trust committee project needs, very few grants are applied for. Another example is where planning work is currently undertaken locally, whereas savings in time and resources could be realised by having one planner, or team of planners work on similar projects and applications regionally. There is a need to go beyond planning and undertake other functions such as delegated authority from Trust Council or local advocacy on issues of importance to the local trust area. Under the current system there are no resources to undertake this work.

4.0 Discussion of Options

The options that are being considered are:

Option 1 - Reallocate planning staff to create dedicated project and current planning teams.

This approach would allocate planning staff to a project planning team and a current planning team. The tools listed above could still be used in conjunction with this approach, but together should provide more resilience in protecting planning staff to undertake long range project work. This could be supported by Trust Council policy amendment to eliminate the requirement that each local trust committee has three projects, and replace it with a policy based on further Trust Council Policy Statement and Strategic Plan. This approach would provide more resilience in dealing with fluctuations in volumes of applications and demands for proactive planning work.

This option would allow us to more easily create a local planning advocacy position. Over the last couple of years, the need for local advocacy has grown. There are some issues that are not regional or Trust-wide and therefore do not make it onto the Executive Committee work program. As a result local trustees undertake advocacy work on behalf of their constituents

If Local Planning Services is reorganized into current and policy planning, the organization could take advantage of hiring opportunities to bring in some specialized planning skills. Ideally these would be in the area of First Nations relations and engagement, environmental planning and social planning. Job descriptions would be amended for these positions. While assigned to policy planning, the planners could act as advisors to current planning staff.

Option 2 - Confirm percentage of time planners spend on projects and applications.

While the 2007 report approach was to allocate 33 percent of planner time to projects, the reality is that application volumes has led to an increase of time spent on current planning, cutting into the time that could be used for proactive planning. In 2017 Local Planning Services staff spent 60 per cent of their time on current planning. The division between current planning and project planning should be adjusted, but goal division should be established and communicated.

While the 2007 report approach was to allocate 33 percent of planner time to applications, the reality is that application volumes have led to an increase of time spent on current planning. In 2017 LPS spent on average 55 per cent of their time on current planning. The division between current planning and project planning should be adjusted, but goal division should be established and communicated.

4.1 Option 1 - Reallocate planning staff to create dedicated project and current planning

This option proposes to reallocate planning staff to create dedicated project and current planning teams. The project team would further have more planner time dedicated to Local Planning Committee and regional planning, and planner time dedicated to an Official Community Plan review program. Local trust committee projects would be undertaken on a team basis. In the current planning team, major rezoning and other development applications would be undertaken as a team, to allow movement of planners between different islands, and take advantage of expertise, interest and efficiencies. This model would allow us to hire specialized planner positions (such as environmental/conservation, housing, First Nations). A planning technician position is planned to undertake building permit referrals, siting and use permits and other referrals for all local trust areas. This approach will further include

opportunities to collaborate and share planning resources with Trust Area Services and Islands Trust Conservancy.

Strengths	Weaknesses
• Allows expertise in specific areas to be incorporated into the Islands Trust • More robust to changing demands or resource challenges • Protects time to undertake major projects, OCP reviews and regional (LPC) planning • Provides opportunities to better support other parts of the organization, such as Trust Area Services and Islands Trust Conservancy • Provides more fluid opportunities for planners, increasing recruitment and retention ability.	• An unknown approach to the Islands Trust, so could be some trepidation by staff and trustees • More difficult to manage given geographic division of three offices
Opportunities	Threats
• Chance to develop new procedures and approaches to undertaking planning • Engage planners and staff in a more effective approach to providing planning services • Share resources with Trust Area Services • Provide more support and more resources in other areas, such as advocacy, to local trust committees • Revise Trust Council policies in relation to priorities and advocacy	• Change management • Application workload is always an unknown and can influence ability to complete work in a timely manner • Changing marketplace for planner and staff could mean difficulty in recruitment and retention.

4.1.1 Functionality

The two teams would place function at the centre of the provision of planning services. Each team would operate across the three local planning offices and across the 13 local trust areas. This approach would be more robust in responding to changing need and resourcing challenges than the current system.

4.1.2 Proposed Implementation Plan

This section outlines a proposed implementation plan assuming all recommendations are accepted. This plan considers that a new council will be in place starting in November 2018, and considers that all positions are currently staffed.

Start Date	Objective	Action	Who	Completed By
August 2018	Approval	Approval of recommendations	CAO	Sep 31, 2018
		Review with LPS Staff	DLPS, RPMS	Sep 31, 2018
		EC Review of changes	CAO, DLPS	Sep 5, 2018
September 2018	Planning Tech position	Develop job profile and classification	DLPS	September 2018
		Planning technician – use opportunities to est. aux. temp planning tech	DLPS	March 31, 2019
		Business case for funding Planning Tech	DLPS	September 2018
		TC approval of budget for planning tech position	TC	March 2019
		Hire planning tech	DLPS	April 2019
September 2018	Advocacy position/reassign grants	Revise job profile and classification; include administrative support for FN and LPS templates and documents (maybe this should be separated?)	DLPS, DTAS	November 2018
September 2018	Sustainability specialist	Develop business case for permanent sustainability specialist focus on freshwater	DLPS, DTAS, RPMS	October 2018
		TC approval of budget for position	TC	March 2019
		Hire Sustainability specialist	DLPS	April 2019
September 2018	Planning teams	Develop management policy and procedures for current and policy planning teams, Inc. number of planners, duties, reporting, rotating OCP review, and council committee.	DLPS, RPMS	October 2018
		Allocated existing planners into teams using existing classifications and job profiles, assign lead RPM for each team	DLPS RPMS	November 2018
		Allocated two policy planners to OCP reviews	RPM	April 2019
		Allocated one planner to Local Planning Committee	RPM	April 2019

Start Date	Objective	Action	Who	Completed By
February 2019	Balance projects	Recommend revisions to TC policy 6.2.i and 6.7.i – to TC	DLPS, RPMS	March 2019
		TC approval of revised policy	TC	March 2019
October 2018	FN advice/engagement	Develop business case for funding	DLPS, RPMS	October 2018
		TC approval of Budget	TC	March 2019
February 2019	Advocacy position/reassign grants	Recommend revisions to TC Policy 6.10.ii	DLPS, DTAS	March 2019
		Reassign grants and implement liaison - transition	DLPS, DTAS	April 2019
November 2018	Housing agreements	Transfer to TAS	DLPS, DTAS	November 2018
January 2019	Application metrics	Develop management policy and procedures on metrics for applications, means to measure and report.	DLPS, RPMS	April 2019
April 2019	Specialised skills	As relevant positions become vacant, revised job profiles to reflect specialized skills and hire	DLPS, RPMS	NA
April 2019	Bylaw enforcement efficiency	Update the bylaw enforcement best practices to include procedures for referrals to BEO and proactive enforcement	BEM	March 2019
May 2019	Planning Officer classifications	Review classifications, look at creating Lead Planner Policy Planning, Lead Planner Current Planning	DLPS, RPMS	September 2019
May 2019	PTA classification	Review PTA classification	DLPS, RPMS	September 2019
May 2019	As and when planner list	Develop list of “as and when” planners to assist with short-term vacancies	DLPS, RPMS	July 2019

4.1.3 Cost Estimates

Staff would recommend that a First Nations advisor position, a Sustainability Specialist position and a Planning Technician position be funded on a permanent basis to provide necessary expertise and capacity. Grants Administration and housing contract administration would be transferred to Trust Area Services, and a local advocacy position would be created using the hours saved. Cost estimates are (2018 dollars):

- \$95,000 for First Nations Advisor (currently funding a temporary SIPA)
- \$95,000 for Sustainability Specialist (currently funding a temporary Senior Freshwater Specialist)
- \$75,000 for a Planning Technician (Grid 18)
- \$15,000 for reclassifications (e.g. conversion of two Islands Planner to Lead Planner positions, and other minor potential changes to classifications).

4.1.4 Impact

This approach could advance local planning services in the following ways:

- 1) Improved efficiency means better turn around on applications and more quality planner time dedicated to project planning work
- 2) Up to date OCPs for all LTCs, and a regular rotation to keep them up to date should reduce need to undertake specific amendments to the OCP, or applications to do so.
- 3) Sharing planners will allow expertise to be implemented in certain areas, and provide a robustness that will reduce impacts of changes in needs and changes in resourcing.
- 4) Ability to share planning expertise with Trust Area Services and Islands Trust Conservancy (such as planning assistance to update and implement the Regional Conservation Plan).
- 5) Ability to provide additional support to Local Trust Committees in non-planning areas, such as local advocacy in a coordinated way with Trust Area Services, to advance the object of the Islands Trust.

4.1.5 Technical aspects

Success in this area will be largely dependent upon the ability of the Trust to deliver a highly professional electronic meeting experience for all involved. The change to the team approach in our diverse region will require support of technology to allow planners and staff to work cooperatively from remote locations.

4.1.6 Risks

The risks involved with this option include:

1. Lack of political support for the change to how planning services are delivered. This can be mitigated through early consultation with elected officials, consideration of any concerns and an implementation schedule that is sensitive to local issues.
2. Lack of buy-in by staff on the change. This can be mitigated through a transparent communication process, understanding of impacts of the changes on each position, and an implementation schedule that is realistic and addresses staff concerns.
3. The number of applications and projects could still overwhelm planning staff. This can be mitigated by development of procedures, and Trust council policy on sharing of resources and project management.

4.2 Option 2 - Confirm percentage of time planners spend on projects and applications.

This option proposes maintaining the status quo in terms of local planning services delivery, with minor amendments to address operation issues, such as grants administration, project development and efficiency improvements and reporting. The two temporary positions would be made permanent.

Strengths	Weaknesses
- Familiar structure. - Works with our geographic areas - Costs are manageable and predictable. - LTC has dedicated planner.	- Loss of efficiencies as each planner works on specified island - Lack of coordination between geographic areas - Difficult to implement specializations
Opportunities	Threats
- New council will be a good time to make any changes to the structure. - Continuing with a well-known approach will make orientation easier for new trustees.	- Complacency. - Islands Trust not able to adapt to new circumstances. - Overworking of staff.

4.2.1 Functionality

The current system functions partly as a result of the geographic challenges in the trust area, and the fact there are three offices providing the services. Over time, the current structure functionality appears to be challenged to meet needs of communities. For example, the current functionality is geared towards local planning, with little capacity for regional planning.

4.2.2 Proposed Implementation Plan

The implementation would be simpler than Option 1, and would largely involve making changes that fit the existing structure.

Start Date	Objective	Action	Who	Completed By
August 2018	Approval	Approval of recommendations	CAO	Sep 31, 2018
		Review with LPS Staff	DLPS, RPMS	Sep 31, 2018
		EC Review of changes	CAO, DLPS	Aug 31, 2018
September 2018	Planning Tech position	Develop job profile and classification	DLPS	September 2018
		Planning technician – use opportunities to est. aux. temp planning tech	DLPS	March 31, 2019
		Business case for funding Planning Tech	DLPS	September 2018

Start Date	Objective	Action	Who	Completed By
		TC approval of budget for planning tech position	TC	March 2019
		Hire planning tech	DLPS	April 2019
September 2018	Sustainability (freshwater) specialist	Develop business case for permanent sustainability specialist focus on freshwater	DLPS, DTAS, RPMs	October 2018
		TC approval of budget for position	TC	March 2019
		Hire Sustainability specialist	DLPS	April 2019
		Allocated existing planners into teams using existing classifications and job profiles, assign lead RPM for each team	DLPS RPMS	November 2018
		Allocated two policy planners to OCP reviews	RPM	April 2019
		Allocated one planner to Local Planning Committee	RPM	April 2019
		TC approval of revised policy	TC	March 2019
October 2018	FN advice/engagement	Develop business case for funding	DLPS, RPMS	October 2018
		TC approval of Budget	TC	March 2019
February 2019	Advocacy position/reassign grants	Recommend revisions to TC Policy 6.10.ii	DLPS, DTAS	March 2019
		Reassign grants and implement liaison - transition	DLPS, DTAS	April 2019
November 2018	Housing agreements	Transfer to TAS	DLPS, DTAS	November 2018
January 2019	Application metrics	Develop management policy and procedures on metrics for applications, means to measure and report.	DLPS RPMS	April 2019
April 2019	Bylaw enforcement efficiency	Update the bylaw enforcement best practices to include procedures for referrals to BEO and proactive enforcement	BEM	March 2019

4.2.3 Cost Estimates

If the current system is maintained, Staff would recommend that a First Nations advisor position, a Sustainability Specialist position and a Planning Technician position be funded on a permanent basis to provide necessary expertise and capacity. Grants Administration and housing contract administration would be transferred to Trust Area Services, and a local advocacy position would be created using the hours saved. Cost estimates are (2018 dollars):

- \$95,000 for First Nations Advisor (currently funding a temporary SIPA)
- \$95,000 for Sustainability Specialist (currently funding a temporary Senior Freshwater Specialist).

- \$75,000 for a Planning Technician (Grid 18).

4.2.4 Impact

Local Planning Services would function very much as before, with the addition of a Planning Technician and conversion of current temporary specialization positions.

4.2.5 Technical aspects N/A

4.2.6 Risks

Maintaining the current structure is the least risky option available in the short term, but could be more risky in the longer term; this is due to the lower adaptability of the current system to changing climate and economic conditions.

There is a risk that the current structure does not adequately address the nature of issues and challenges that face Local Planning Services. As these issues have become more acute in the latter years, it is likely they will continue to do so over the next several years. There is a risk that Local Planning Services will become less efficient and less able to meet the needs of the communities.

5.0 Recommendation

Option 1 - reallocate planning staff to create dedicated project and current planning teams.

5.1 Rationale

This option provides the best business solution to the challenges to local planning services and allows for an updated and modern approach. It provides the best opportunities to incorporate the skillsets required to allow Local Planning Services to meet the needs and demands of the future, to address community concerns, and to address environmental and regulatory changes. It provides a framework to consolidate and streamline our approach to providing planning to local trust committees, and set the stage to undertake more regional planning to support local trust committees. It also responds well to changing marketplace for staff, and provides more opportunities to increase recruitment and retention. It better places the Islands Trust bodies to further the object of the Islands Trust in an effective, efficient and collaborative way.

5.2 Implementation Strategy

Implementation would be undertaken over the next 18 months using the implementation schedule under Section 4.1.2 above. Communications with staff and Trust Council would be undertaken regularly. Business cases would be prepared for those items requiring budget adjustments, and Request for Decision for those items, such as policy amendments, requiring Trust Council's decision.

6.0 Reviews and Document Control

Reviews

This document has been sent to the following listed below for their review and comment.

Name	Position

Document Control

[Drafts start at 0.1 whereas a document ready for signature becomes version 1.0]

Date	Author	Version	Change Reference



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 18, 2018
From: Executive Committee **Date Prepared:** September 5, 2018
SUBJECT: MODEL LOCAL TRUST COMMITTEE MEETING AGENDA FORMAT

RECOMMENDATION: That Islands Trust Council adopt the amended “Policy 4.1.2 Local Trust Committee Meeting Guidelines” that includes a model local trust committee meeting agenda format.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed amendment to the Local Trust Committee Meeting Guidelines policy will add a model local trust committee meeting agenda format. This will provide guidance to staff when creating agendas and ensure consistency of content and order, and will allow local trust committees to adjust to meet their local needs.

PURPOSE: To provide a consistent regular business meeting agenda format across all local trust committees.

1 BACKGROUND:

At its regular business meeting on February 28, 2018 the Executive Committee passed the following resolution:

EC-2018-027

It was MOVED and SECONDED,

that the Executive Committee request staff review the agenda policy for the local trust committees and bring a report back to the Executive Committee.

In response to a request from the Thetis Island Local Trust Committee, at its regular business meeting on May 11, 2018, the Executive Committee passed the following resolution:

EC-2018-053

It was MOVED and SECONDED,

that the Executive Committee request staff provide a report on the local trust committee agenda format.

Attached is an amendment to Trust Council “Policy 4.1.2 Local Trust Committee Meeting Guidelines” that adds a model local trust committee agenda format. The purpose of the model agenda format is to:

- ensure that all local trust committee meeting agendas contain the required content;
- ensure that the focus of the agenda is the business of the local trust committee;
- ensure that the most important business items are earlier on the agenda;
- provide for orderly consideration of the business items by the local trust committee, and
- provide reasonable opportunities for public input.

“Policy 4.1.2 Local Trust Committee Meeting Guidelines” provides guidelines on quorum and rules of order for local trust committee meetings. An amendment to this policy is proposed that will add a model local trust committee meeting agenda format.

The model local trust committee meeting agenda format includes:

- provision for an optional single “town hall” session that should be located before discussion on applications, or at the end; this is to establish that the meeting is primarily a business meeting of the local trust committee to conduct business, while providing opportunity for public input during the meeting;
- provision for an optional “closed meeting” that should be located at the end of the meeting to reduce disruption to the meeting flow; if a decision item on the agenda requires in-camera discussion, closed session can be moved up on the agenda;
- provision for an optional Public Hearing and optional Community Information Meeting; these are on the agenda near the beginning and should occur before the business items; and
- provision for various reports near the end of the agenda.

2 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The recommendation will provide a guide to staff when developing agendas for local trust committees.

FINANCIAL:

The recommendation will have no financial implications.

POLICY:

The recommendation will have no policy implications.

IMPLEMENTATION/COMMUNICATIONS:

The amended policy will be posted on the Islands Trust website, and on internal servers, for staff, trustee and public reference.

FIRST NATIONS:

The recommendation will have no implications on First Nations.

OTHER:

There are no other implications.

3 RELEVANT POLICY(S):

Policy 4.1.2 Local Trust Committee Meeting Guidelines

4 ATTACHMENT(S):

Amended Policy 4.1.2 Local Trust Committee Meeting Guidelines

RESPONSE OPTIONS

Recommendation:

That Islands Trust Council adopt the amended “Policy 4.1.2 Local Trust Committee Meeting Guidelines” that includes a model local trust committee agenda format.

Alternative:

That Trust Council not adopt a model local trust committee meeting agenda format.

Prepared By: David Marlor, Director of Local Planning Services

Reviewed By/Date: Carmen Thiel, Legislative Services Manager, August 29, 2018
Russ Hotsenpiller, CAO, August 30, 2018
Executive Committee, September 5, 2018



Policy:	4.1.2
Approved By:	Trust Council
Approval Date:	December 9, 1994
Amendment Date(s):	September 14, 2001; December 5, 2003 September 18, 2018
Policy Holder:	Legislative Services Manager

LOCAL TRUST COMMITTEE MEETING GUIDELINES

Purpose

To supplement the statutory rules and procedure bylaw requirements applicable to regular and special Local Trust Committee (LTC) meetings.

A. Definitions

n/a

B. Policy (Guidelines)

1. Meetings

1. Any gathering of a quorum of LTC members at which the business of the LTC is advanced in a material way constitutes a meeting for the purposes of the “open meeting” rule in the *Community Charter*. The purpose of the open meeting rule is to ensure that the LTC’s business is conducted in an open forum, except where the nature of the business comes within one of the statutory exceptions to the rule and the business may lawfully be conducted in the absence of the public. The fact that a particular discussion may be occurring via telephone or e-mail does not prevent it from constituting a “meeting” for the purposes of the open meeting rule.
2. The fact that two persons may constitute a quorum of the LTC presents particular difficulties in the application of the open meeting rule. Local trustees need not avoid one another in social situations or impose other artificial constraints on their interaction as members of an island community. Discussions of administrative and logistical matters connected to the LTC’s business agenda are unlikely to violate the open meeting rule. Trustees should ask themselves, in determining whether a particular discussion or other interaction should be avoided outside the forum of a Trust committee meeting, whether the fact that the discussion or interaction has already occurred would enable the committee to get through a forthcoming meeting agenda more quickly as a result of the trustees having already exchanged views on the matter. If the answer is yes, then the discussion or interaction should not occur outside the context of an actual meeting.
3. Resolutions Without Meeting are statutory exceptions to the “open meeting” rule, with the result that the interaction that occurs in the course of the taking of a vote under that procedure cannot in law constitute a meeting.

2. Rules of Order

1. Every member of the LTC wishing to speak to a question or motion shall address himself or herself to the Chair. A member of the LTC may speak only after the Chair has recognized the member. If two or more members indicate at the same time a desire to speak, the Chair may designate the order in which each is to speak. If the Chair wishes to speak in a meeting, the Chair need only address the meeting at the time they wish to do so.
2. A member must address the Chair as "Mr. Chair" or "Madam Chair", as the case may be.
3. Except as otherwise resolved by the LTC, a member may:
 1. Speak only to a matter being debated by the LTC.
 2. Speak only once to a matter, but a member may speak more than once to a matter in order to:
 - a. explain a material part of his or her speech which may have been misunderstood; or
 - b. ask a question.
 3. Speak for no more than 15 minutes at a time.
 4. Not speak to a matter already dealt with by the LTC.
 5. Not speak when called to order by the Chair.
4. No member may interrupt a member who is speaking except to raise a point of order. No member may cause a disturbance at a meeting or disrupt it.
5. A member may debate any motion other than a motion to table a matter.
6. Any person attending a meeting may address the LTC on any item of business on the agenda, but only if the LTC resolves to allow that person to address it.
7. At the time any ruling is made by the Chair on a point of order, the Chair must inform the LTC of the ground or grounds on which the ruling is made.
8. Every motion shall be presented in concise form, beginning with the phrase "I move that..." and the member making the motion shall not speak to the motion until the motion has been seconded.
9. On a vote being taken, the members present shall indicate their vote by a show of hands. When it has been requested that the members be polled, the Chair shall individually call the name of each member present who shall state whether he or she votes in the affirmative or the negative.

Highlighted in yellow = proposed September 2018 amendments

10. When a member so requests, the names of those who vote for and those who vote against a question must be recorded in the minutes of the meeting.
11. When the question under consideration contains distinct propositions, the vote on each proposition shall be taken separately, should any member so request.

3. Agenda Format

- 1 All LTC regular business meeting agendas will include all of the substantive items shown in the model agenda in Attachment 1.
- 2 Order of business should be close the model agenda in attachment 1, though modifications as indicated below may be made:
 - 1 Town Hall session is an optional open session for public input. This session should be limited to one location on the agenda, either near the middle of the agenda or near the end, whichever is preferable to the LTC.
 - 2 The Closed Meeting is located at the end of the agenda in the model as it is the least disruptive location to hold a closed meeting; however, if there is a need for in-camera discussion before consideration of an agenda item, the Closed Meeting session may be moved to the beginning or close to the beginning of the agenda.
 - 3 A break, for meetings of two hours or longer, is not shown, but should be included in the agenda.
- 3 The agenda should include the approximate time for major item based on the estimated amount of time required to present and discuss each item. The time is for guidance only and a note to this effect should be included at the bottom of the agenda.

C. Legislated References

Policy and Procedures Manual:

Model Local Trust Committee Meeting Procedures Bylaw (4.1.3)
Statutory Rules of Conduct (2.1.1)

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Attachment 1: Model Local Trust Committee Agenda Format

Highlighted in yellow = proposed September 2018 amendments

Appendix 1:

Model Local Trust Committee Regular Business Meeting Agenda

Island Local Trust Committee

Regular Meeting Agenda

Date: _____

Time: _____

Location: _____

1. Call to Order	Time	Pages
2. Approval of Agenda	Time	Pages
3. Minutes	time	Pages
3.1. Regular business meeting minutes (previous meeting)		
3.2. Section 26 – Resolutions-without-meeting		
3.3. Advisory Planning Commission Minutes		
4. Business Arising from Minutes	Time	Pages
4.1. Follow-up Action List		
5. <i>Community Information Meeting (optional)</i>		
6. <i>Public Hearing (optional)</i>	Time	Pages
7. <i>Town Hall (optional)</i>	Time	Pages
8. Applications and Referrals	Time	Pages
9. Local Trust Committee Projects	Time	Pages
10. Delegations	Time	Pages
11. Correspondence	Time	Pages
12. New Business	Time	Pages
13. Reports	Time	Pages
13.1. Trustee Reports		
13.2. Chair's Report		
13.3. Islands Trust Conservancy Report		
13.4. <i>Electoral Area Director Report (optional)</i>		
13.5. Applications Report		
13.6. Adopted Policies and Standing Resolutions Report		
14. Work Program	Time	Pages
14.1. List of Top Priorities		
14.2. List of Projects		
15. <i>Closed Meeting (optional)</i>	Time	Pages
16. <i>Rise and Report (optional)</i>		
17. Up Coming Meetings		
18. Adjournment	Time	Pages

BRIEFING

To:	Trust Council	For the Meeting of:	September 18, 2018
From:	Miles Drew, Bylaw Enforcement Manager	Date Prepared:	August 28, 2018
SUBJECT:	Bylaw Enforcement Statistical Reports		

PURPOSE:

This report summarizes the number and type of enforcement files by local trust area as of July 1, 2018

BACKGROUND:

The attached tables and charts provide information per Local Trust Area as to the total numbers of new files opened, numbers of files closed, volume of files, type of files, and length of time files have been open.

Since December of 2017, the number of open files has significantly increased from 231 at the end of 2017 to 312 at the end of June 2018. This number is almost entirely due to the commencement of a proactive short term vacation rental enforcement project on Salt Spring Island. Only the first steps have been taken in this project so it has yet to produce the accustomed results.

Currently there are similar enforcement projects on North Pender, Galiano, Mayne, and Denman Islands. The projects on North Pender and Mayne have been running since the mid-2000s and have been very successful in repressing the number of active STVRs. The statistics support this claim. Bylaw enforcement officers routinely search the internet for unlawful STVRs and take appropriate enforcement action. There are currently only 3 open STVR files on North Pender, 6 on Mayne and 12 on Galiano. The Denman STVR project started in August.

STVR enforcement projects are a good example of how bylaw enforcement can be used to help realize the visions expressed in Official Community Plans and Land Use Bylaws. STVR enforcement projects stand as a good model for resolving other issues of importance such as foreshore violations and unlawful dwellings

The success of the North Pender Island STVR proactive enforcement project depended on several criteria, which most such projects should emulate. These are:

1. Policy driven — the Local Trust Committee adopted a specific enforcement policy that directed proactive enforcement and specifically exempted enforcement in some circumstances. This had the effect of focusing enforcement on the aspect of the issue that is most problematic and eliminated potential opposition from persons who might have wide sympathy from the community.

2. Deliberate and purposeful — the bylaw enforcement team set about the task in a systematic and graduated manner. Step one was to gather all the available information; step two was to write warning letters; step three was to send more forcibly worded letters; step four was to recommend legal action against unrepentant STVR operators as an example; and step five was to issue Bylaw Violation Notices to other operators.
3. Resolute — the Local Trust Committee over many years maintained its determination that the Land Use Bylaw should be respected and enforcement would be taken when necessary. North Pender Island Local Trust Committee authorized two legal actions. *NPILTC v. Conconi* went all the way to the Court of Appeal resulting in the confirmation that short term vacation rentals of residential dwellings are unlawful. Galiano, Mayne and North Pender also adopted Bylaw Enforcement Notification Bylaws which have proven very effective tools.
4. Flexible — the Local Trust Committee reviewed its bylaws and, through community consultation, amended the Bylaws to permit STVRs in some situations and for others to acquire temporary use permits. This step permitted the LTC to manage and regulate as well as enforce.
5. Ongoing — the Local Trust Committee continues to direct bylaw enforcement officers to proactively enforce against unlawful STVRs.

The above steps eliminated the perception in the community that operating a STVR would have no consequences and that the Land Use Bylaw could be ignored. The number of known STVR violations fell on North Pender Island from above thirty to only five. On Mayne and Galiano Island the experience has been similar. The proactive enforcement project also created desire in the community to carefully consider what standards it desired, and to pay close attention to how they were expressed in the Bylaw. This resulted in the creation of a Bylaw that has broad community support, was enforceable, and allowed the community to move on to considering other pressing issues.

Proactive enforcement programs could be used for almost any issue a Local Trust Committee or the Trust Council wishes to tackle and, provided the above steps are taken, a positive result can be expected.

ATTACHMENT(S):

1. Bylaw Enforcement Tables and Charts:
 - a. New files
 - b. Closed files
 - c. File volume
 - d. Violation type
 - e. Length of time

Prepared By: Miles Drew, Bylaw Enforcement Manager

Reviewed By/Date: David Marlor, Director Local Planning Services/August 28, 2018

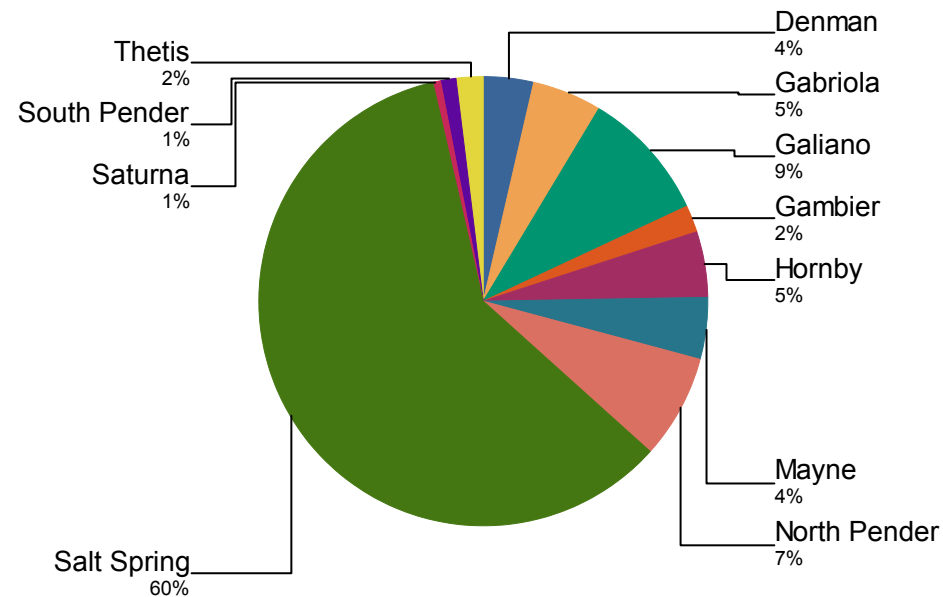


Bylaw Enforcement - New Files as of July 01, 2018

Local Trust Area	2015		2016		2017		2018		2017 Q3		2017 Q4		2018 Q1		2018 Q2*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Denman	8	4%	4	3%	7	5%	6	4%	2	4%	2	6%	2	5%	4	3%
Gabriola	35	17%	32	23%	27	18%	8	5%	10	20%	3	9%	2	5%	6	5%
Galiano	45	22%	19	13%	17	11%	15	9%	2	4%	7	22%	1	2%	14	12%
Gambier	3	1%	2	1%	4	3%	3	2%	1	2%	0	0%	1	2%	2	2%
Hornby	1	0%	9	6%	4	3%	8	5%	3	6%	0	0%	2	5%	6	5%
Lasqueti	0	0%	3	2%	1	1%	0	0%	1	2%	0	0%	0	0%	0	0%
Mayne	20	10%	6	4%	7	5%	7	4%	5	10%	1	3%	1	2%	6	5%
North Pender	40	20%	11	8%	22	15%	12	7%	2	4%	13	41%	7	17%	5	4%
Saturna	2	1%	2	1%	0	0%	1	1%	0	0%	0	0%	1	2%	0	0%
South Pender	1	0%	1	1%	0	0%	2	1%	0	0%	0	0%	2	5%	0	0%
Salt Spring	42	21%	48	34%	60	40%	96	60%	23	47%	5	16%	21	50%	75	63%
Thetis	4	2%	4	3%	1	1%	3	2%	0	0%	1	3%	2	5%	1	1%
TOTAL	201	100%	141	100%	150	100%	161	100%	49	100%	32	100%	42	100%	119	100%

*2018 Q2 refers to the time that passed between the beginning of Q2 and July 01, 2018

New Files in 2018

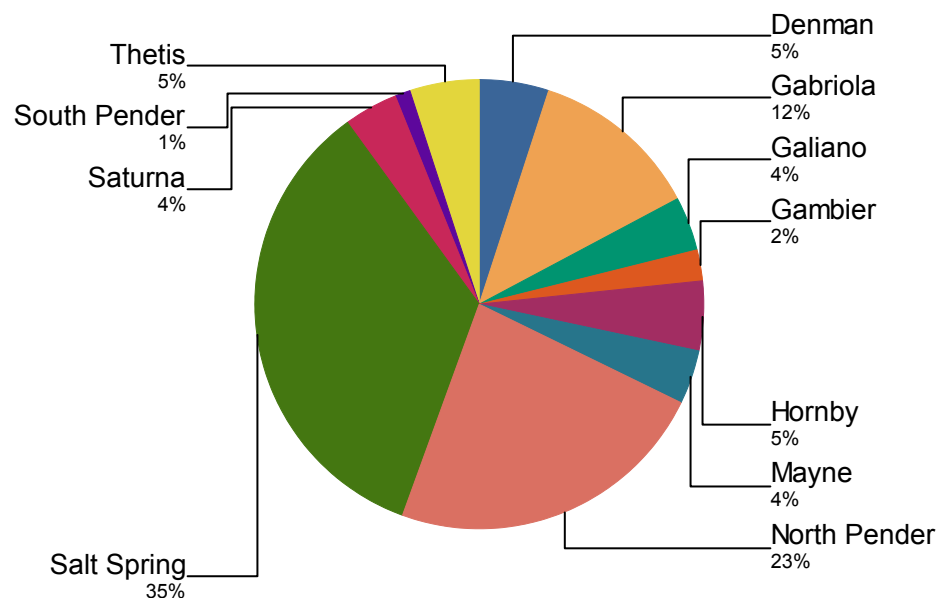




Local Trust Area	2015		2016		2017		2018		2017 Q3		2017 Q4		2018 Q1		2018 Q2*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	10	7%	10	6%	6	3%	4	5%	1	2%	4	9%	1	3%	3	6%
Gabriola	35	24%	39	22%	25	12%	10	12%	11	26%	4	9%	4	13%	6	12%
Galiano	6	4%	35	20%	43	21%	3	4%	4	10%	6	13%	1	3%	2	4%
Gambier	2	1%	9	5%	1	0%	2	2%	0	0%	0	0%	1	3%	1	2%
Hornby	1	1%	8	5%	5	2%	4	5%	1	2%	3	7%	0	0%	4	8%
Lasqueti	0	0%	2	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Mayne	16	11%	8	5%	12	6%	3	4%	9	21%	1	2%	0	0%	3	6%
North Pender	19	13%	17	10%	37	18%	19	23%	10	24%	22	49%	5	17%	14	27%
Saturna	5	3%	0	0%	1	0%	3	4%	0	0%	0	0%	3	10%	0	0%
South Pender	0	0%	2	1%	0	0%	1	1%	0	0%	0	0%	1	3%	0	0%
Salt Spring	43	30%	42	24%	72	35%	28	35%	6	14%	5	11%	13	43%	15	29%
Thetis	6	4%	3	2%	2	1%	4	5%	0	0%	0	0%	1	3%	3	6%
TOTAL	143	100%	175	100%	205	100%	81	100%	42	100%	45	100%	30	100%	51	100%

*2018 Q2 refers to the time that passed between the beginning of Q2 and July 01, 2018

Closed Files in 2018

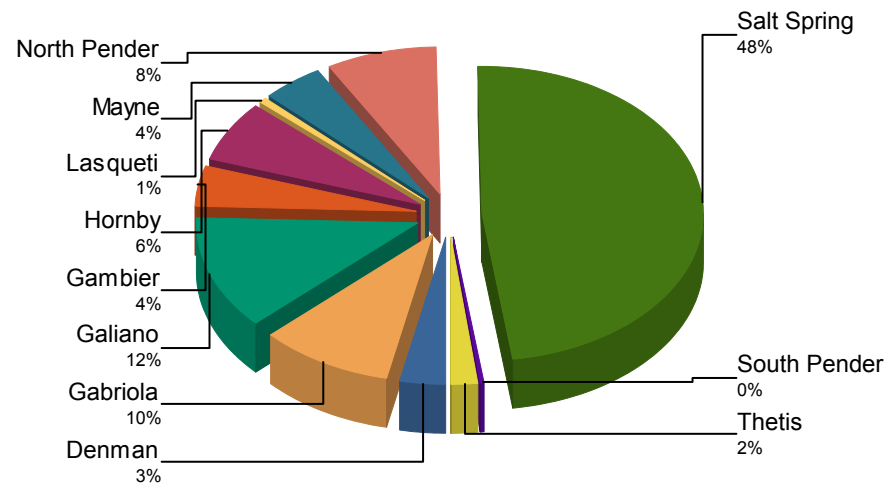




Local Trust Area	2015		2016		2017		2018		2017 Q3		2017 Q4		2018 Q1		2018 Q2*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	13	4%	7	2%	8	3%	10	3%	10	4%	8	3%	9	4%	10	3%
Gabriola	38	12%	31	11%	33	14%	31	10%	34	14%	33	14%	31	13%	31	10%
Galiano	69	22%	53	19%	27	12%	39	13%	26	11%	27	12%	27	11%	39	13%
Gambier	17	5%	10	3%	13	6%	14	4%	13	5%	13	6%	13	5%	14	4%
Hornby	16	5%	17	6%	16	7%	20	6%	19	8%	16	7%	18	7%	20	6%
Lasqueti	1	0%	2	1%	2	1%	2	1%	2	1%	2	1%	2	1%	2	1%
Mayne	17	5%	15	5%	10	4%	14	4%	10	4%	10	4%	11	5%	14	4%
North Pender	53	17%	47	16%	32	14%	25	8%	41	17%	32	14%	34	14%	25	8%
Saturna	1	0%	3	1%	2	1%	0	0%	2	1%	2	1%	0	0%	0	0%
South Pender	1	0%	0	0%	0	0%	1	0%	0	0%	0	0%	1	0%	1	0%
Salt Spring	87	27%	93	33%	81	35%	150	48%	81	33%	81	35%	89	37%	150	48%
Thetis	7	2%	8	3%	7	3%	6	2%	6	2%	7	3%	8	3%	6	2%
TOTAL	320	100%	286	100%	231	100%	312	100%	244	100%	231	100%	243	100%	312	100%

*2018 Q2 refers to the time that passed between the beginning of Q2 and July 01, 2018

Open Files in 2018





Islands Trust

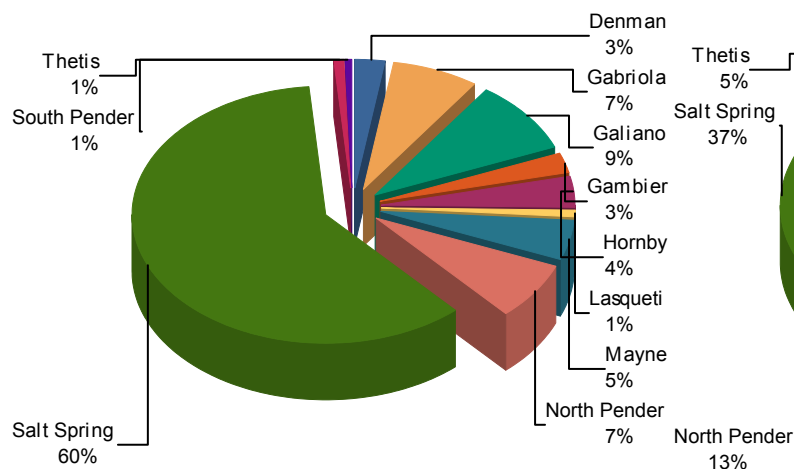
Bylaw Enforcement Open Files by Violation Type as of July 01, 2018

	Violation Type											
	LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Density	Other Land Use	TOTALS
Denman	4	0	0	1		1	0	2	0	2	10	3%
Gabriola	2	2	2	6		2	0	5	3	8	30	10%
Galiano	2	1	0	5		12	0	7	0	5	32	11%
Gambier	2	8	0	2		0	0	1	0	0	13	4%
Hornby	2	0	1	5		1	0	6	2	2	19	7%
Lasqueti		0	0	0		0		1	0	1	2	1%
Mayne	0	0	0	3		6		1	0	4	14	5%
North Pender	4	2	0	1		5	1	2	1	9	25	9%
Salt Spring	11	1	2	3	4	66	0	30	0	21	138	48%
South Pender	0	0	0	0		1	0	0	0	0	1	0%
Thetis		4	0	0		0	0	0	0	2	6	2%
TOTAL	27	18	5	26	4	94	1	55	6	54	290	100%
Percentage	9%	6%	2%	9%	1%	32%	0%	19%	2%	19%	100%	

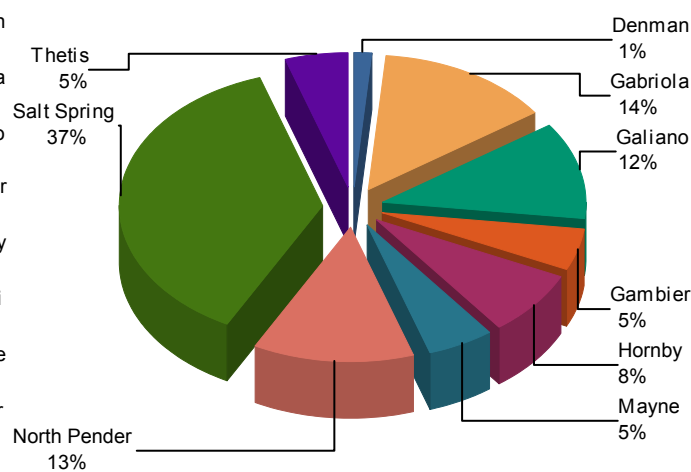
Bylaw Enforcement - Length of Time Files Have Been Open As Of July 01, 2018

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	4	1	5	10
Gabriola	11	11	6	28
Galiano	14	9	9	32
Gambier	4	4	6	14
Hornby	6	6	7	19
Lasqueti	1	0	1	2
Mayne	8	4	2	14
North Pender	11	10	4	25
Salt Spring	93	29	16	138
South Pender	1	0	0	1
Thetis	1	4	1	6
TOTAL	154	78	57	289
Percentage %	53%	27%	20%	

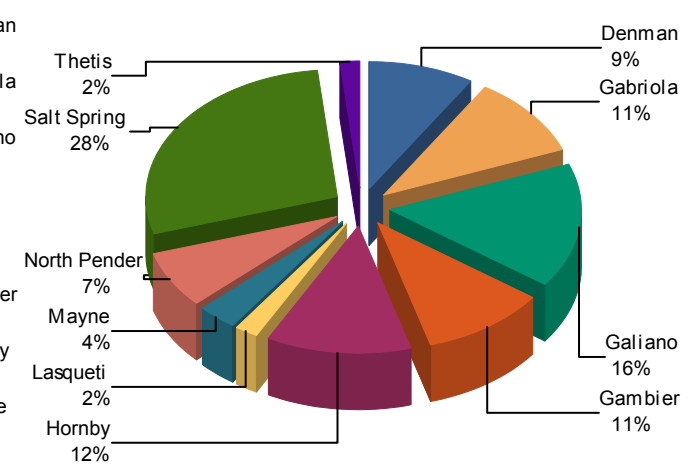
Less Than One Year



Between 1 And 5 Years



Greater Than 5 Years



1. DIRECTOR

In support of the Financial Planning Committee (FPC), and general office operations and administration, we have completed work in the following areas:

- ~ Statement of Financial Information (SOFI): We have completed the SOFI report, to be forwarded to the Ministry upon Trust Council review. The SOFI is an associated financial report required under the Financial Information Act that provides more detailed information with respect to expenditures included in the audited financial statements.
- ~ Award for Carbon Neutrality: As a Climate Action Charter signatory who has achieved Level 1, Level 2, and Level 3 recognition, and additionally has met the goal of corporate carbon neutrality for the 2017 reporting year, Islands Trust has been awarded Level 4 recognition – ‘Achievement of Carbon Neutrality’ from the Green Communities Committee (GCC), a joint Provincial-UBCM committee. This award provides Islands Trust with carbon neutral branding for use on official websites and letterheads, an e-logo, and a window decal should we wish to use them.
- ~ The Victoria Office renovation: This project has been slowly moving ahead in concept and design, and most recently has taken a significant step forward with the hiring of a project manager, Jeffrey Head, Director of Facilities Management with VeraNova. Jeff brings office construction project management expertise which we expect will save us time and money over the duration of the project. He will be responsible for getting us to a place where we can engage in a successful RFP process for the project, as well as manage the contracted construction company from the start of the project to the finish.
- ~ The next FPC meeting will be held on October 17, 2018 with a focus on the start of the 2019/20 budget cycle. Budget Assumptions and Principles will be reviewed, as well as the first draft of the 2019/20 budget.

2. EMPLOYEE SERVICES/HUMAN RESOURCES (HR)

Our HR team has completed several hiring actions during the last three months, resulting in the following additions to the Islands Trust team:

- ~ Cassandra Rahman joined the Victoria office in August 2018, filling the role of Administrative Assistant.

- ~ Maple Hung joined the Victoria office in August 2018, filling the role of Planning Team Assistant.
- ~ Lisa Wilcox joined the Victoria office in August 2018, filling the role of Trust Area Policy Advisor on a temporary assignment.

Our valued Employee Services Co-ordinator, Nicole Miller, has left on maternity leave until 2020. We are currently in the process of hiring a replacement on a temporary assignment.

Our quarterly all-staff meeting was held in June 2018 at Villa Eyrie on the Malahat, where all staff received violence prevention training as part of the ongoing OHS Committee work to bring awareness of health and safety in the workplace. Our Computer Applications Support Technician, Nigel Hughes, provided training on the search functionality of our new EDM server structure, which was well received by all in attendance. At the same meeting, we celebrated the working anniversaries of several staff members including:

- One year of service: Ian Cox; Nigel Hughes; Karen Hurley; Serena Klaver; William Shulba
- Five years of service: Penny Hawley; Jason Youmans
- Six years of service: Kim Stockdill
- Ten years of service: Lisa Floritto; Nuala Murphy and
- Fifteen years of service: Miles Drew.

Employee Services and Human Resources data has now transitioned to the new Electronic Data Management (EDM) server structure.

3. FINANCE

As previously indicated, the Statement of Financial Information has been completed and will be forwarded to the Ministry prior to the September 30, 2018 reporting deadline.

The 2018/19 first quarter financial report has also been completed, which shows that Islands Trust is performing well against budget for the start of the fiscal year.

Budget planning for the 2019/20 has begun, with timelines and budget request templates updated for the coming budget cycle. Conversations with management and LTCs will be take place before the first draft of the budget is reviewed by FPC in October.

4. INFORMATION SERVICES (IS)

Trilby Buck has completed her GIS co-op term, successfully upgrading and updating “MapIT” and “TAPIS Map”, and implementing a new “Portal” architecture which will support in-field data collection (i.e. bylaw notes and photos) and transfer to our in-house data stores. Trilby was a wonderful addition to our team and will be missed.

IS continues to support the EDM project, facilitating the large quantity of data transfers to the new folder structure and working to ensure that security settings are both effective and supportable.

Specific project milestones completed over the last several months include:

- ~ Islands Trust's first-ever posting of a Request for Information (RFI) as a means of gathering industry input on the recommended process and budget associated with a typical website development project. This information will inform the development of a project plan and associated budget request for the planned Islands Trust website refresh project planned.
- ~ The initiation of the purchase of Trustee laptops as we prepare to retire the existing iPad platform, which is to be replaced with Windows 10 Laptops.
- ~ Prepared roll-out strategy for upcoming Windows 10 operating system upgrades, scheduled for September 2018 and October 2018.

IS continues to iron out the details of our partnership with GeoBC to acquire 2018 aerial imagery and elevation data for the Islands Trust area. This project is funded by the National Disaster Planning Program to assist in the identification of shoreline hazards (i.e. flood plain mapping, sea level rise, tsunami modelling, climate change analysis, slope stability, etc.).



Financial Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Budget Assumptions and Principles & Draft Budget	Draft the Budget Assumptions and Principles for the 2019/20 budget cycle. FPC reviews the initial draft of this document at their August 2018 meeting, and continues to monitor the status of the underlying budget assumptions and principles throughout the budget cycle. As new information becomes available regarding specific items, the assumptions and principles will be updated as well as the draft budget. Review of the first draft of the 2019/20 budget will take place at the FPC meeting in October 2018.	29-Aug-2018	Julia Mobbs	17-Oct-2018
2	Allocated Financial Statements	Finalize allocated Financial Statements for review.	30-May-2018	Julia Mobbs	17-Oct-2018
3	KPMG Audit Observations	FPC will review and discuss the observations that came from the KPMG fiscal 2018 audit, and consider revisions to related policies if required.	30-May-2018	Julia Mobbs	17-Oct-2018



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 18-20, 2018
From: Financial Planning Committee **Date Prepared:** August 19, 2018
SUBJECT: JUNE 30, 2018 (Q1) QUARTERLY FINANCIAL REPORT

RECOMMENDATION:

That the Islands Trust Council approve the June 30, 2018 Quarterly Financial Report as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The financial report indicates that Islands Trust is generally following the financial plan for 2018/19.

1 PURPOSE:

To update Trust Council on Islands Trust's financial performance to the end of the first quarter, June 30, 2018.

2 BACKGROUND:

Islands Trust's Policy 2.3.3 *Financial Planning Committee Terms of Reference* requires the Financial Planning Committee to report to Trust Council regarding the organization's financial management practices.

Quarterly financial reports are prepared by staff and reviewed by FPC for reporting to Trust Council. At each of their business meetings, Trust Council receives the report for information and approval.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: As expenditures to June 30, 2018 are within approved budgets, no financial implications at this time.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Managers and Directors receive ongoing reporting on their expenditures throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Policy 2.3.3 *Financial Planning Committee Terms of Reference*
Bylaw No. 172 *Islands Trust Financial Plan 2018/19*

5 ATTACHMENT(S):

Islands Trust June 30, 2018 Statement of Net Financial Position
Islands Trust June 30, 2018 Statement of Revenue and Expenditure

RESPONSE OPTIONS

Recommendation:

That the Islands Trust Council approve the June 30, 2018 Quarterly Financial Report as presented.

Alternative:

None identified.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/August 20, 2018
Financial Planning Committee/August 29, 2018
Executive Committee/September 5, 2018

Statement of Net Financial Position

Differences are due to timing of expenditures, receipt of revenues, and reversal of accruals following fiscal year end.

Statement of Revenue and Expenditure

The benchmark for budget consumption for many revenue and expenditure line items after the first quarter of operations is approximately 25% of the annual budget, when based on a percentage of time passed in the fiscal year. This approximation assumes that revenues will be earned and received, and expenditures incurred, evenly throughout the year. Exceptions to this general rule include the following:

- **Provincial Grant Revenue** – received in a lump sum in June of each year.
- **Property Tax Revenues** – received in a lump sum in July of each year.
- **Other Income** – this includes other grant revenue, which is received when awarded for specific grants. In the current fiscal period, this also includes contributions towards the Victoria office renovation which will only be received once the offsetting expenditures have been incurred and the project completed to the landlord's satisfaction.
- **Specific Items** – specific projects, events, or activities that make up a significant portion of a budget line item and occur at a specific time can impact expected budget consumption rate.

The Q1 June 30, 2018 Financial Report shows that all line items fall within 10% of the generally expected 25% of budget consumption, with the exception of Other Revenues and Trust Council Expenses.

Revenue:

- **Fees and Sales** - slightly higher than expected primarily due to an increase in development permit and zoning amendment applications received in the first quarter of this year.
- **Property Taxes** (General Levy, Special Levy, Bowen Island Levy) – these revenues were not received as of June 30, 2018. However, subsequent to the report date, in July 2018, all tax levies were received in full.
- **Investment Income** – lower than expected due to the drawing down of invested monies to fund operations until receipt of the current year property tax levy. Interest will increase in the second quarter as the property tax requisition will be received and invested to maximize the interest income.
- **Other Revenues** - lower than expected due to timing of expenditures for projects utilizing grant funds and recognition of the landlord contribution towards the Victoria office renovation which will occur later in the fiscal year.

Expenditures:

Council Expenses

- **Trust Council** - lower than expected due to the timing of expenditures related to election costs. These will be incurred in the third quarter.
- **Executive Committee** - higher than expected due to the timing of expenditures for the Salish Sea Conference, which took place in the first quarter.
- **Trust Area Services** - lower than expected due to timing of expenditures for the Policy Statement Review Project which has been deferred, and well as underspending in salaries as the Program Coordinator position remains vacant.

Local Planning Services

- **Projects** - lower than expected. It is anticipated that project expenditures will increase as LTCs advance their project work later in the fiscal year.

Trust Conservancy

- **Board** - higher than expected due to the timing of ITC meetings. ITC meetings are scheduled six times annually. With two meetings taking place in Q1, it is not unusual that approximately 33% (2/6) of this budget line has been consumed.
- **Property Management** - lower than expected as the scheduled acquisition of property management plans expected to occur later in the fiscal year.

Administration

- **Executive Office** - lower than expected due to timing of expenditures incurred for the Electronic Data Management project and contingency which are expected to occur later in the fiscal year.
- **Information Services** - higher than expected due to timing of expenditures for software support which are typically renewed at the beginning of each fiscal year.
- **Computer, Furniture & Equipment** - purchases are higher than expected due to the timing of computer purchases made at the beginning of the fiscal year to achieve the benefit of new equipment and technology solutions for the full fiscal period.

Financial Projections to March 31, 2019

A detailed forecast to March 31, 2019 will be conducted in the fall for presentation to the Financial Planning Committee and to Trust Council in December.

Islands Trust

Balance Sheet

For The 3 Months Ending June 30, 2018

Description	Current YTD Actual	Prior YTD Actual
Financial Assets		
Cash & Short-term Investments	2,695,283	2,899,226
Accounts Receivable	19,893	54,143
Total Financial Assets	2,715,176	2,953,369
Liabilities		
Wages & benefits payable	1,007,232	1,140,377
Accounts payable & accrued liabilities	249,488	202,073
Development Application Deposits	238,307	213,074
Deferred Revenue	37,491	54,983
Employee Benefit Obligations	119,140	138,864
Capital Lease Obligations	73,244	46,852
Cost Recovery Deposits	16,937	10,706
Total Liabilities	1,741,840	1,806,930
Net Financial Assets	973,336	1,146,438
Non Financial Assets		
Tangible Capital Assets	186,805	151,702
Prepaid Expenses	56,205	51,653
Total Non Financial Assets	243,010	203,355
Surplus	1,216,346	1,349,793

Islands Trust

Statement of Revenue and Expenditure

For The 3 Months Ending June 30, 2018

		Prior YTD	YTD	Annual	% of
	Description	Actual	Actual	Budget	Budget
Revenue:					
	Fees & Sales	31,212	42,469	120,000	35%
	Provincial Grant	180,000	180,000	180,000	100%
	Property Tax Levy General	-	-	6,501,701	0%
	Special Property Tax Requisition	-	-	98,500	0%
	Property Tax Levy Bowen	-	-	293,933	0%
	Investment Income	10,500	12,885	60,000	21%
	Other Revenues	(378)	842	202,000	0%
Total Revenue		221,334	236,195	7,456,134	3%
Expenses					
	Trust Council	66,157	64,133	461,719	14%
	Executive Committee	27,888	48,597	148,028	33%
	Trust Area Services	94,914	84,660	495,733	17%
	General Admin Allocation - 18%	89,416	96,769	384,764	25%
Total Council Expenses		278,375	294,159	1,490,244	20%
Local Planning Services					
	Local Trust Committees	159,747	173,303	661,554	26%
	Projects	31,262	59,380	308,500	19%
	Planning Staff	629,130	599,933	2,616,385	23%
	LPS Facilities	84,319	84,494	474,531	18%
	Bylaw Enforcement	79,809	84,592	304,192	28%
	General Admin Allocation - 73%	389,224	392,451	1,519,301	26%
Total Local Planning Services Expenses		1,373,492	1,394,153	5,884,463	24%
Trust Conservancy					
	Board	4,227	6,345	20,000	32%
	Operations	110,343	100,378	424,417	24%
	Property Management	23,706	23,981	113,000	21%
	General Admin Allocation - 9%	47,338	48,384	194,010	25%
Total Trust Conservancy Expenses		185,614	179,088	751,427	24%
General Admin					
	Executive Office	93,671	88,682	386,530	23%
	Admin Services	135,758	117,977	506,819	23%
	Office Operations	74,141	78,355	298,632	26%
	Information Systems	135,890	141,831	532,225	27%
	Computer/Furniture & Equipment	21,970	93,482	308,869	30%
	Amortization Expense	19,097	17,277	65,000	27%
	General Admin Recovery	(525,979)	(537,604)	(2,098,075)	26%
Total General Admin Expenses		(45,452)	-	-	0%
Less Non-Cash Expenditures - Amortization				(65,000)	
Transfer from General Surplus Fund				(555,000)	
Transfer from LTC Project Specific Reserve Fund				(50,000)	
Total Expenses		1,792,028	1,867,399	7,456,134	
Surplus (Deficit) to date		(1,570,693)	(1,631,204)	0	
Surplus Fund, beginning of the period		2,920,487	2,847,550		
Surplus Fund, end of the period		1,349,793	1,216,346		

BRIEFING

To:	Trust Council	For the Meeting of:	September 18-20, 2018
From:	Financial Planning Committee	Date Prepared:	August 17, 2018
SUBJECT:	STATEMENT OF FINANCIAL INFORMATION (SOFI)		

PURPOSE:

The 2017/18 Statement of Financial Information (SOFI) is provided to Trust Council for information.

BACKGROUND:

In June of each year, Trust Council receives the audited Financial Statements for the Islands Trust. These are subsequently included in Islands Trust's Annual Report and forwarded to the Ministry.

The SOFI is an associated financial report that provides more detailed information with respect to expenditures included in the financial statements. The SOFI report components and deadlines are defined in the Financial Information Act (the "Act"). Section 2 (3) of the Act states the following:

"Within 6 months after the end of each fiscal year of a corporation, it must prepare a statement of financial information for that fiscal year that includes the following:

(a) a schedule showing

(i) in respect of each employee earning more than a prescribed amount, the total remuneration paid to the employee and total amount paid for the employee's expenses, and

(ii) a consolidated total of all remuneration paid to all other employees;

(b) a schedule showing

(i) the total amount paid to each supplier of goods or services during the fiscal year that is greater than a prescribed amount, and

(ii) a consolidated total of all other payments made to suppliers of goods or services during that fiscal year."

Under the direction of the Director of Administrative Services, Islands Trust's Finance Officer prepares this financial information annually and submits the SOFI report to the Ministry.

It has been the practice at Islands Trust to provide the SOFI to Trust Council prior to submitting the report by September 30.

ATTACHMENT(S):

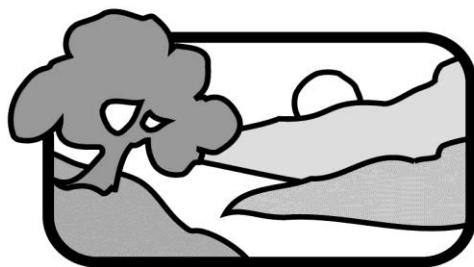
1. 2017/18 Statement of Financial Information

FOLLOW-UP:

The Director of Administrative Services will forward the 2017/18 Statement of Financial Information to the Ministry by September 30, 2018.

Prepared By: Julia Mobbs, Director of Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/
Financial Planning Committee/August 29, 2018
Executive Committee/September 5, 2018

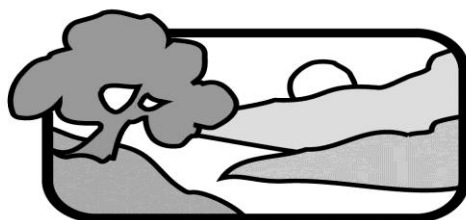


Islands Trust

STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned represents the Trust Council of the Islands Trust and approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

Peter Luckham
Chair of the Executive Committee, Trust Council



Islands Trust

The Financial Statements contained in this Statement of Financial Information under the Financial Information Act have been prepared by management in accordance with generally accepted accounting principles or stated accounting principles, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

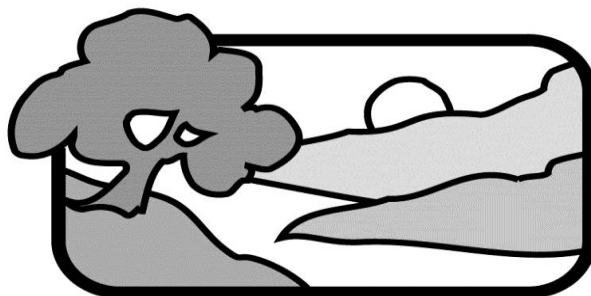
Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Trust Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Audit Committee of Trust Council. The Audit Committee meets with management and the external auditors two times a year.

The external auditors, KPMG, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Act. Their examination includes a review and evaluation of the corporation's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to the Audit Committee of Trust Council and meet with it on a regular basis.

On behalf of ***Islands Trust***

Julia Mobbs
Director, Administrative Services



Islands Trust

SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS

Islands Trust has not given any guarantees or indemnities under the Guarantees and Indemnity Regulation

STATEMENT OF SEVERANCE AGREEMENTS

There were no severance agreements made between Islands Trust and its non-unionized employees during fiscal year 2017/2018.

Prepared under the Financial Information Regulation, Schedule 1, Subsection 6 (7)

Julia Mobbs
Director, Administrative Services



SCHEDULE OF REMUNERATION & EXPENSES FOR TRUSTEES
APRIL 1, 2017 TO MARCH 31, 2018

LAST NAME	FIRST NAME	POSITION	GROSS REMUNERATION	TAXABLE BENEFITS	REMUNERATION INCLUDING TAXABLE BENEFITS	TOTAL EXPENSES
Allen	Alexander	Trustee	\$10,626.72	\$1,575.00	\$12,201.72	\$1,519.33
Barber	Diane	Trustee	\$13,568.75	\$1,575.00	\$15,143.75	\$1,440.66
Bertrand	Ronald	TFB	\$1,050.00		\$1,050.00	\$2,165.42
Brent	Paul	Trustee	\$9,035.75	\$1,575.00	\$10,610.75	\$405.65
Busheikin	Laura	Trustee/Vice Chair	\$44,444.31	\$1,575.00	\$46,019.31	\$17,541.29
Critchley	David	Trustee	\$10,540.69	\$1,575.00	\$12,115.69	\$1,683.45
Crumblehulme	Brian	Trustee	\$11,208.72	\$1,575.00	\$12,783.72	\$1,881.37
Dodds	Jeanine	Trustee	\$11,208.72	\$1,575.00	\$12,783.72	\$782.05
Fast	Sue Ellen	Trustee	\$3,326.02		\$3,326.02	\$1,310.97
Grams	George	Trustee/Vice Chair	\$64,735.34	\$1,575.00	\$66,310.34	\$12,464.83
Grove	Peter	Trustee	\$30,831.72	\$1,575.00	\$32,406.72	\$2,345.34
Harris	George	Trustee	\$11,111.75	\$1,575.00	\$12,686.75	\$1,175.71
Harrison	Richard	TFB	\$900.00		\$900.00	\$401.04
Hunter	Kenneth	Trustee	\$9,321.72	\$1,575.00	\$10,896.72	\$363.65
Law	Tony	Trustee/TFB Chair	\$12,376.72	\$489.00	\$12,865.72	\$6,282.74
Luckham	Peter	Trustee/TFB/Council Chair	\$51,701.38	\$1,575.00	\$53,276.38	\$12,943.40
Mamoser	Melanie	Trustee	\$19,320.71		\$19,320.71	\$3,366.35
Masselink	Derek	Trustee	\$13,568.75	\$1,575.00	\$15,143.75	\$353.00
McConchie	Bruce	Trustee	\$8,473.69	\$1,575.00	\$10,048.69	\$723.72
Middleton	Lee	Trustee	\$9,035.75	\$1,575.00	\$10,610.75	\$747.31
Morrison	Susan	Trustee/TFB/Vice Chair	\$44,740.33		\$44,740.33	\$13,075.15
Morse	Alison	Trustee	\$3,326.02		\$3,326.02	\$2,773.38
O'Sullivan	Heather	Trustee	\$18,320.75	\$1,575.00	\$19,895.75	\$1,134.31
Peterson	Timothy	Trustee	\$8,936.75	\$787.50	\$9,724.25	\$535.12
Pottle	Sandy	Trustee	\$12,111.71		\$12,111.71	\$1,907.01
Rogers	Dan	Trustee	\$11,280.71		\$11,280.71	\$1,698.98
Scholefield	Wendy	Trustee	\$8,473.69	\$1,575.00	\$10,048.69	\$808.90
Stamford	Kate-Louise	Trustee/TFB	\$11,330.75	\$1,575.00	\$12,905.75	\$3,702.17
Williams	Robin	TFB	\$2,100.00		\$2,100.00	\$481.20
TOTAL 2017/18			\$467,007.92	\$29,626.50	\$496,634.42	\$96,013.50
TOTAL 2016/17			\$451,357.92	\$31,845.60	\$483,203.52	\$91,980.61

Disclosure of contracts with Elected Officials:

There were no contracts with Elected Officials relevant to the requirements of the Community Charter

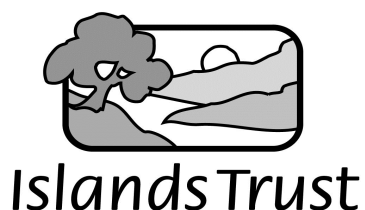
Employer Portion:

Canada Pension Plan: \$16,048.69

RECONCILIATION FOR ELECTED OFFICIALS PAYMENTS

Total Remuneration	\$467,007.92
Total Taxable Benefits	29,626.50
Subtotal	\$496,634.42
Reconciling Items - non-remuneration Council Services	620,555.58
Total	\$1,117,190.00
Total per Statement of Operations for Council Services	\$1,117,190.00
Variance	\$0.00

Note: Trustee expenses are paid in accordance with Islands Trust policies (7.2.i. Trustee Remuneration and 7.2.iii Trustee Travel). The amount of expenses incurred reflects the number of activities a Trustee is involved in (eg: Executive Committee Member, Executive Chairs of Local Trust Committee, Committee involvement such as Financial Planning Committee, Local Planning Committee and Trust Programs Committee) and the distance traveled to attend Islands Trust activities. Expenses for travel vary year to year based on the locations of Executive Committee and quarterly Trust Council meetings. Remuneration includes taxable benefits.



SCHEDULE OF PAYMENTS TO SUPPLIERS

APRIL 1, 2017 TO MARCH 31, 2018

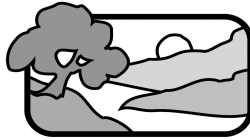
SUPPLIERS OVER \$25,000	Aggregate amount paid to Supplier
AON REED STENHOUSE	\$159,336.50
BC HYDRO CAD	\$52,946.16
BLACKMAN SUPPORT SERVICES	\$117,105.59
COLLIERS MACAULEY NICOLLS	\$278,511.50
DILLON CONSULTING LTD	\$52,452.74
DRIFTWOOD PUBLISHING LTD	\$30,510.08
EE'USK CONSULTING LTD	\$98,589.63
FERRIS, CHRISTINE	\$30,068.00
MEADOWWOOD VILLAGE DEVELOPMENT	\$42,063.00
MINISTER OF FINANCE - Employee Benefits	\$822,239.08
MONK OFFICE SUPPLY LTD	\$31,322.80
PACIFIC AUDIO WORKS	\$39,311.31
PACIFIC BLUE CROSS	\$42,752.70
PEOPLE POWER PRODUCTIONS INC	\$91,761.24
PEOPLE SOURCE STAFFING SOLUTIONS INC	\$25,410.81
PROWSE, LINDA	\$29,350.67
SHAW BUSINESS SOLUTIONS	\$33,145.62
SLP CONSULTING	\$70,293.76
SYNDITECH SOLUTIONS	\$26,216.08
TELUS MOBILITY	\$27,262.73
YOUNG ANDERSON	\$219,452.18
Total Aggregate Amount Paid to Suppliers over \$25,000	\$2,320,102.18

Total Consolidated Payments of \$25,000 or less	\$192,564.96
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Total Expenditures for Goods & Services	\$2,512,667.14
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RECONCILIATION

Total Expenditures by Object per Financial Statements	\$7,131,865.00
Less: Amortization	(76,262.00)
salaries and benefits	(4,232,814.00)
expenses paid to or on behalf of employees this fiscal year	(214,108.36)
expenses paid to or on behalf of trustees this fiscal year	(96,013.50)
Net expenditures to Suppliers	\$2,512,667.14



Islands Trust

SCHEDULE OF REMUNERATION & EXPENSES FOR EMPLOYEES

APRIL 1, 2017 TO MARCH 31, 2018

EMPLOYEES	POSITION	REMUNERATION	EXPENSES
Beeston, David	Information Systems Coordinator	\$76,581.90	\$3,592.51
Cermak, Stefan	Regional Planning Manager	\$94,609.79	\$4,525.59
Eggen, Marnie	Island Planner	\$81,809.93	\$6,184.70
Elliason, Jennifer	Manager, Islands Trust Fund	\$79,179.53	\$2,802.61
Frater, Clare	Director of Trust Area Services	\$98,692.91	\$11,040.02
Hotsenpiller, Russel	Chief Administrative Officer	\$161,445.44	\$13,817.36
Kjerulf, Ann	Regional Planning Manager	\$94,217.39	\$10,518.56
Kojima, Robert	Regional Planning Manager	\$97,098.42	\$1,533.74
Marlor, David	Director of Local Planning Services	\$111,106.92	\$12,575.16
Milne, Robert	Island Planner	\$93,212.59	\$6,663.54
Richardson, Gary	Island Planner	\$81,307.60	\$5,123.22
Starke, Justine	Island Planner	\$79,876.50	\$8,294.87
Thiel, Carmen	Legislative Services Manager	\$95,434.76	\$3,668.15
Van Bakel, Mark	Manager, Information Systems	\$84,251.97	\$3,982.78
Youmans, Jason	Island Planner	\$80,206.77	\$5,735.21
Zupanec, Sonja	Island Planner	\$81,064.32	\$5,289.03
TOTAL		\$1,490,096.74	\$105,347.05
Consolidate total of other employees with remuneration of \$75,000 or less		\$1,997,206.76	\$108,761.31
TOTAL		\$3,487,303.50	\$214,108.36

Employer Portion

Canada Pension Plan:	\$132,370.16
Employment Insurance:	52,722.41
Total	\$185,092.57

RECONCILIATION FOR EMPLOYEE PAYMENTS

Total Remuneration - Employees	\$3,421,650.50
Plus taxable benefits	65,653.00
Subtotal	\$3,487,303.50
Plus non-taxable benefits	745,510.50
Total	\$4,232,814.00
Total per Statement of Revenue & Expenditure - Salaries & Benefits	\$4,232,814.00
Unreconciled Variance	0.00



BRIEFING

To: Trust Council **For the Meeting of:** September 18-20, 2018
From: Financial Planning Committee **Date prepared:** August 16, 2018
SUBJECT: DRAFT BUDGET ASSUMPTIONS AND PRINCIPLES 2019/20 BUDGET PROCESS

PURPOSE:

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

BACKGROUND:

Policy 6.3.i Budget Process Policy, section C.2.d states that *"Budget Principles and Assumptions shall be addressed in December of each year"*.

However, the issues are introduced in September to inform Trustees of the preliminary draft assumptions and principles that staff and the Financial Planning Committee will use in developing the first draft of the 2019/20 budget.

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

ATTACHMENT(S):

1. Draft Budget Assumptions and Principles for the 2019/20 Budget Cycle
2. Budget Timelines 2019/20

FOLLOW-UP:

As more information becomes available, the budget assumptions and principles will be updated and presented to Trust Council in January 2019.

Prepared By: Julia Mobbs, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/
Financial Planning Committee/
Executive Committee/

ISLANDS TRUST

2019/20 FINANCIAL PLAN

ASSUMPTIONS AND PRINCIPLES

August 2018

PROCESS: Each line of the Detailed Budget is reviewed on a needs-basis by the responsible manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review project needs with Local Trust Committees and identify top priorities. 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 of each year, or in the case of election years, the following January.

	ITEM	ASSUMPTION/PRINCIPLE	STATUS
1	Inflation	Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.	The proposed Detailed Budget for 2019/20 presented to Trust Council in January 2019 will reflect estimated growth in CPI based on the Victoria CPI as reported by Statistics Canada.
2	Non-market Growth in Property Taxes	The property tax base within the Islands Trust Area will grow by 1.0% due to new development activity. The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring Island 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.	BC Assessment will provide the report on non-market growth for the Southern Gulf Islands in December 2018. Once received, data in the report will be used to adjust assumptions about non-market growth. At present, the assumption remains as it was in the previous fiscal.
3	Alternate Funding	Islands Trust monitors grant programs to seek opportunities to obtain funding to cover the	The Grants Administrator position is a 0.4 FTE and is focused on LTC project grants only. As in

	Through Grants	expenses of their program items. Funding of programs by grants reduces the requirement for funding through other sources of revenue. The annual budget 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.	previous years', the draft 2019/20 budget will include \$50,000 in contingent grant revenue and offsetting expenses.
4	Staffing Levels	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.	The temporary Senior Freshwater Specialist position concludes at the end of the current fiscal period. Management will be recommending that this position be made a permanent position as one of the suggestions contained in the LPS review. The temporary Intergovernmental Policy Advisor contract has concluded. Management will be recommending that funding be made available for the equivalent of 0.5 – 1.0 FTE for this work, in either an employee, or contractor capacity.
5	Staffing Costs	In accordance with the <i>Islands Trust Act</i>, staff members at the Islands Trust are appointed subject to the <i>Public Services Act</i> and the <i>Public Service Labour Relations Act</i>. 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 <i>Public Service Act</i>. 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 by the Public Service Agency for all staff members.	The BCGEU agreement for the period of April 1, 2019 – March 31, 2022 has been ratified and includes a general wage increase of 2% for all BCGEU staff members. BCGEU employees are also eligible for "step" increases as they progress in their positions. A review of eligibility will be undertaken and estimates will be provided within the budget. Salaries budget for excluded staff will be determined based on current actuals plus any potential performance-based increases. Historical annual increase maximums have been 2%, as directed by the PSA. It is anticipated this will remain the maximum for fiscal 2019/20. The benefit rate charged to us by the PSA is expected to increase due to the new MSP payroll tax coming into effect on January 1, 2019. At present, the new rate from PSA has not yet been received.

6	Trustee Remuneration	Trust Council's Policy 7.2 <i>Trustee Remuneration</i> defines the process for determining the remuneration received by Trustees. As per Section C.2, remuneration is calculated based on four factors. The defined annual compensation amounts and the methodology for making adjustments are incorporated into a Trust Council Remuneration Bylaw. Section C.4 provides for increases based on the receipt of updated census information (population and folios). Section C.5 provides for adjustment of defined compensation amounts on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by Statistics Canada in December of any given year.	There have been no changes to Policy 7.2 that would impact the calculation of Trustee remuneration in the current budget cycle. . Mention of amending trustee remuneration to include compensation for meeting attendance was made during the Council Committee Review at Trust Council in June; however no further action has been taken. FPC may consider revisions to Policy 7.2 for this item. Per the BC Stats website, the most recent information available is the 2016 Census. In December, Stats Canada will release the Victoria CPI which will be used in the calculation of Trustee Remuneration.
7	Office Facilities	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 7.4.4 (On-Island Trustee Offices). No increase in space requirements is anticipated at this time. A decrease in space requirements at the Victoria office may be realised upon completion of the office renovation project.	It is expected that the Victoria office renovation will be complete by the end of the current fiscal period. As such, no funds are expected to be requested in the 2019/20 budget for this project. With the completion of the office renovation project, one of the smaller rented units at the 1627 Fort Street location may no longer be required.
8	Reserves and Surplus	Trust Council's policy 6.5.1, section D.6, recommends a minimum level of General Revenue Surplus as "<i>three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant</i>". The Islands Trust receives annual property tax funds in August of each year.	At the end of the current fiscal period, a determination will be made as to the value of funds to transfer from the GRSF to the Specific Reserve Fund for LTC projects. The value will be determined based on how much is left in the LTC Specific Reserve Fund at the end of the fiscal year, and how much is expected to be needed in fiscal 2019/20 to fund LTC project work. It is expected that the minimum level of General Revenue Surplus funds will be maintained.

9	Provincial Funding	The Provincial Government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments	As in previous years, the 2018/20 budget will include an estimated grant amount provided by the Ministry of Municipal Affairs and Housing of \$180,000. It is not anticipated that the Islands Trust will receive the \$125,000 in service integration funding related to SSI, as had been formerly noted as a possibility.
10	Local Planning Services	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 <i>Islands Trust Act</i> 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.	All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations. An LPS Review is being undertaken by staff and the CAO. This review could result in a change to how LPS services are delivered, which may result in changes to required staffing levels. It is expected that this review will be concluded in time for the final budget to reflect any changes that may require funding. It is anticipated that service levels will increase as a result of the changes being proposed, even with current staffing levels.
11	Planner Resource	The current work program system which allocates planner time to LTCs may change	The LPS review contemplates changes to the way planner time is allocated across the LTCs.

	Allocation	pending completion of the LPS review. Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)	
12	Strategic Plan Projects Budget	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. Trust Council adopted the current Strategic Plan in September 2015. Estimated budget implications related to these strategies will be reviewed in the fall of 2018 for inclusion in the first draft of the 2019/20 budget.	A new Strategic Plan will be adopted by the new Trust Council near the end of the current fiscal period. At that time, funded strategic priorities and projects for the 2019/20 fiscal period will be included in the draft budget.
13	Special Property Tax Levies	LTCs have the option of requesting 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 6.3.2).	Pending recommendation from the SSI LTC, it is expected that SWIPPA will continue into the fiscal 2019/20 year, and will be funded by a Special Property Tax Levy. At present, no new Special Property Tax Levies have been brought to the attention of staff.

ISLANDS TRUST
TIMELINE FOR 2019/20 BUDGET PROCESS

Date	Activity
July-Aug/18	LTCs discuss 2018/19 top priorities and work programs with planning staff.
Aug 29, 2018	Financial Planning Committee meeting FPC reviews first draft of Budget Assumptions and Principles.
Sept 3-7, 2018	Budget documents distributed to all Managers for development of departmental budgets. Managers review requests with staff for input and feedback into the budget process. Director Admin Services begins consultation with Bowen Island and Trust Fund Board.
Sept 30, 2018	All budget requests forwarded to Director, Admin Services.
Oct 1-16, 2018	Management finalizes budget recommendation to FPC.
Oct 17, 2018	Financial Planning Committee meeting FIRST DRAFT BUDGET: FPC reviews and discusses first draft of the Budget.
Oct 18-30, 2018	Staff make revisions to draft budget as directed by FPC.
Nov 2018	Continued research and planning to improve estimates for proposed operational changes. Planning staff develop "additional operations" budget proposals on behalf of LTCs for estimates of LTC Specific Reserve Fund requirements. Preparation for potential local tax requisitions for individual LTCs (see policy 6.3.ii Special Property Tax Requisition).
Nov 6-8, 2018	Trust Council First Trust Council for newly elected trustees.
Nov 21, 2018	Financial Planning Committee meeting (first meeting of new term) FPC approves the Budget assumptions and principles, to be submitted to Trust Council in January. FPC approves the draft of the budget, to be submitted to Trust Council in January.
January 16-17, 2019 <i>These items are addressed at the December TC in non-election years</i>	Trust Council Trust Council endorses Budget Assumptions and Principles and preliminary budget after debate. Trust Council approves public consultation process.
January 2019	Financial Planning Committee meeting (assumed) Consultation with Bowen Island and Trust Conservancy Board. Further refinement of 2019/20 Budget. Public consultation on proposed budget conducted. LTCs who want to fund "additional operations" from special tax requisition pass a resolution to do so.
February 2019	Financial Planning Committee meeting (assumed) LTCs proposing a special tax requisition hold public consultation meetings. Review public suggestions/comments regarding the budget. FPC recommendations on Property Tax Requisition and BIM Tax Levy and LTC special tax requisitions. FPC and EC review of Proposed Budget and Program List.
March 2019	Trust Council Trust Council approval of Budget along with approval of bylaw for Property Tax Requisition, Bowen Municipality Tax Levy and LTC special tax requisitions. Forward Budget Bylaw to the Minister. Budget information posted to website and news release prepared.



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 18, 2018

From: Financial Planning Committee,
sponsored by Trustee Morse **Date Prepared:** August 26, 2018

SUBJECT: Amendment to Policy 7.2.6 Municipal Tax Requisition Calculation

RECOMMENDATION: To amend Trust Council Policy 7.2.6 Municipal Tax Requisition Calculation so that Amortization Expense is only included in the Municipal Pool in years when amortization is included in the financial plan as an amount that taxes are to be requisitioned for.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

1 PURPOSE: To amend Policy 7.2.6 so that Amortization Expense is only included in the municipal pool in years when amortization is included in the financial plan as an amount that taxes are to be requisitioned for.

2 BACKGROUND: At the December 6, 2012 Trust Council Meeting Craig Elder who was retiring as Director of Administrative Services presented a report that recommended revisions to Policy 7.2.vi [Link to TC agenda December 2012](#). That report included the section on Amortization that is in the Policy today

2.5 Amortization Expense will be included in the Municipal Pool at one-third of the Administrative Allocation Rate (ie. $27.3\%/3 = 9.1\%$). Rationale -- About one-third of current assets being amortized are acquired under capital leases and, other than a small charge to interest from the capital lease payments, the amortization budget is the only budget line recording the expense of these assets. Other assets are budgeted as operating expenses, and they are only capitalized if they meet the tangible capital asset cost threshold of \$5,000. Using the example Administrative Allocation Rate, 9.1% of the Amortization budget will be added to the Municipal Pool.

At that time amortization was included in the amount that taxes were requisitioned for. At the March 2014 Trust Council meeting a financial plan was approved for the fiscal year April 1, 2014 to March 31, 2015 that deducted amortization from the amount taxes were requisitioned for. This has carried on since then and the amount requisitioned from Local Trust Areas has not included amortization. However because of clause 2.5 of the Policy it continued to be included in the Municipal Pool. Therefore Policy 7.2.6 clause 2.5 needs to be amended to insert at the beginning of clause 2.5 "Amortization Expense will only be included in the Municipal Pool when it is included in the Financial Plan as an amount that taxes are requisitioned for. If taxes are requisitioned to cover". Revised clause 2.5 would then read as follows:

Amortization Expense will only be included in the Municipal Pool when it is included in the Financial Plan as an amount that taxes are requisitioned for. If taxes are requisitioned to cover Amortization Expense it will be included in the Municipal Pool at one-third of the Administrative Allocation Rate (ie. $27.3\%/3 = 9.1\%$). Rationale -- About one-third of current assets being amortized are acquired under capital leases and, other than a small charge to interest from the capital lease payments, the amortization budget is the only budget line recording the expense of

these assets. Other assets are budgeted as operating expenses, and they are only capitalized if they meet the tangible capital asset cost threshold of \$5,000. Using the example Administrative Allocation Rate, 9.1% of the Amortization budget will be added to the Municipal Pool

- 3 IMPLICATIONS OF RECOMMENDATION:** Taxes will not be requisitioned from Local Trust Areas or Island Municipalities if amortization is not included in the financial plan amount for expenditures that taxes are to be requisitioned for.

ORGANIZATIONAL: none

FINANCIAL: Taxes for the non-cash expense of amortization will not be requisitioned from Island Municipalities in years where it is not requisitioned Local Trust Areas to balance the budget.

POLICY: Amend Section C, Clause 2.5 of Policy 7.2.6 Municipal Tax Requisition Calculation

IMPLEMENTATION/COMMUNICATIONS: Refer Policy amendment to Bowen Island Municipality for comment.

FIRST NATIONS: None.

OTHER: None.

- 4 RELEVANT POLICY(S):** Policy 7.2.6 Municipal Tax Requisition Calculation

- 5 ATTACHMENT(S):**
a. Revised Policy 7.2.6 Municipal Tax Requisition Calculation

RESPONSE OPTIONS

Recommendation: To amend Trust Council Policy 7.2.6 Municipal Tax Requisition Calculation so that Amortization Expense is only included in the Municipal Pool in years when amortization is included in the financial plan as an amount that taxes are to be requisitioned for.

Alternative(s):

1. That Trust Council approves the amendment to Policy 7.2.6 Municipal Tax Requisition Calculation as amended.
 2. That Trust Council does not approve the amendment to Policy 7.2.6 Municipal Tax Requisition Calculation as presented.
-

Prepared By: Alison Morse, Municipal Trustee

Reviewed By/Date: Financial Planning Committee/August 29, 2018
Julia Mobbs, Director of Administrative Services/ August 30, 2018

Policy:	7.2.6
Approved By:	Trust Council
Approval Date:	March 10, 2004
Amendment Date(s):	December 6, 2012; December 4, 2013; December 5, 2017; September 19, 2018
Policy Holder:	Director of Administrative Services

MUNICIPAL TAX REQUISITION CALCULATION

Purpose

To provide guidelines for allocating the Islands Trust annual budget for the purpose of calculating a municipal tax requisition.

A. Definitions

n/a

B. Background

1. Legislative Framework

- 1.1 The Islands Trust budget must be developed in accordance with Section 14 of the *Islands Trust Act*:

“14(1) On or before March 31 in each year, the trust council must, by bylaw, adopt an annual budget for the trust for the next fiscal year.

(2) Subject to subsection (6), a bylaw under subsection (1) has no effect until it is approved by the minister.

(3) The budget must

(a) show separately revenues obtained from appropriations, including operating grants and anticipated recoveries from taxes levied under sections 48 and 49, and other sources,

(b) show appropriated surpluses of prior years, and

(c) set out separately the anticipated expenditure relating to

(i) operations of the trust council and of the executive committee, except the operations of the executive committee acting as a local trust committee under section 23 (5),

(ii) general operations of the local trust committees, including the operations of the executive committee acting as a local trust committee under section 23 (5) and excluding the operations referred to in subparagraph (iii),

(iii) operations of a local trust committee that are additional operations not included within the general operations of all the local trust committees under subparagraph (ii), and

- (iv) *administrative operations of the trust fund board.”*

Calculation of the municipal tax requisition must be undertaken in accordance with Sections 47(2)(b) and 47(6) of the *Islands Trust Act*:

“47(2) On or before April 25 in each year, the minister may deliver requisitions

- (b) to each municipality in the trust area in relation to*
(i) the cost of operations of the trust council and the executive committee, except the operations of the executive committee acting as a local trust committee under section 23 (5), and
(ii) the cost of administrative operations of the trust fund board.

47(6) The amount that is to be recovered by means of requisitions under subsections (2)(a (i) and (2)(b) must be apportioned between the municipalities and the local trust areas on the basis of the converted value of land and improvements in the trust area.”

Not mentioned in the *Islands Trust Act* are the budgets for Administration. Administrative units in Islands Trust serve other units within Islands Trust. For example, Mapping Services support Local Planning Services (included in Local Trust Committee operations), Trust Area Services (included in Trust Council operations) and the Islands Trust Fund (included in Trust Fund Board administrative operations). Similarly, Finance, Human Resources, and Information Systems serve all the employees and activities in the Islands Trust. In the detailed budget, and in all financial reporting by Islands Trust, General Administrative expenses are allocated to Trust Council, Local Planning Services and the Islands Trust Fund.

2. Islands Trust Financial System

- 2.1 To achieve the reporting requirements for budgeting purpose, the financial systems used by Islands Trust are organized in two dimensions:
- a. General Ledger Account Number – each revenue and expense category has a General Ledger (GL) number associated with it. For example, “Contract Services” has the GL number 56500.
 - b. Location Code – various operational and political units are assigned Location Codes. For example, Trust Council is Location Code 100.
- 2.2 When Islands Trust budgets are created, dollar amounts for budgets are recorded in the combination of both the GL Account Number and Location Code. For example a \$5,000 budget for Contract Services for use by Trust Council would be recorded as a budget entry to GL account 56500 and Location Code 100 (i.e., 56500-100) in the amount of \$5,000.
- 2.3 The Islands Trust fiscal year runs from April 1 to March 31.

C. Procedure

1. Calculation of a Municipal Tax Requisition

- 1.1 The calculation of a municipal tax requisition will be undertaken as follows:
- From the approved budget in a fiscal year, a “Municipal Pool” will be calculated to represent the net amount of expenses and revenues that a municipality is responsible for contributing to, as defined in Section 47(2)(b) of the *Islands Trust Act*.
 - Once the Municipal Pool is calculated, the amount attributed to a municipality will be calculated in accordance with Section 47(6) of the *Islands Trust Act* and will be based on the proportion of the Converted Assessed Values of the municipality compared to the total Converted Assessed Values for the entire Islands Trust Area.

2. Calculation of the Municipal Pool

- 2.1 Budgeted expenses in the approved Islands Trust budget for a fiscal year that will be wholly included (except as noted in C.2.2.2) in the Municipal Pool include:
- All Trust Council Expenses (location codes: 100 – Trust Council, 110 – Executive Committee, 150 – Trust Area Services)
 - All Islands Trust Fund expenses (location codes: 210 – Islands Trust Fund, 220 – ITF cost recovery for NAPTEP activities)
- 2.2 Specific expenses embedded in the location codes noted in C.2.2.1 that will be excluded from the Municipal Pool include:
- Costs for Elections. Rationale – Islands Trust election costs are for local trust committee (LTC) members only and island municipalities bear the costs of their own elections.
 - Costs for Elected Officials Liability insurance coverage. Rationale – elected officials liability coverage primarily protects trustees for actions that occur while acting on an LTC and the Islands Trust Indemnification Bylaw does not indemnify Municipal Trustees for claims made against them in the course of their municipal duties.
 - Costs for the operation of the Local Planning Committee. Rationale – the Local Planning Committee advises Trust Council regarding land use planning matters, primarily related to the operations of LTCs.
 - Costs for the employer Canada Pension Plan (CPP) contribution. Rationale – the trustee remuneration amount paid to island municipality trustees is below the income threshold before CPP deductions are authorized on trustee income. The portion of each trustee’s remuneration allocated to the Trust Council budget is the same as the amount paid to island municipality trustees. Therefore, the portion of each trustee’s remuneration would not attract any CPP deductions, nor the equivalent employer contribution.

Note: health and dental benefits are budgeted in the LTC location codes because Municipal Trustees are not eligible for health and dental benefit coverage according to *Islands Trust Council Policy 7.2.1 - Trustee Remuneration*.

- 2.3 Budgeted Administration expenses from location codes 810, 820, 825, 830 and 999 in the approved Islands Trust budget for a fiscal year are allocated to the Municipal Pool at the Administrative Allocation Rate defined annually in the approved budget as “Total budgeted costs for Trust Council (excluding election costs) plus Islands Trust Fund divided by the Total Operational Units expenditure budget”. An example illustrating calculation of the Administrative Allocation Rate is included in Appendix C.
- 2.4 As some budget items in location codes 810, 820, 825, 830, or 999 may serve only parts of the organization instead of the whole organization. These budget items will be examined annually to determine the percentage to be allocated to the Municipal Pool. For example, if a particular budget item in Administration only applied to local planning services, then 0% would be allocated to the Municipal Pool.
- 2.5 Amortization will only be included in the Municipal Pool when it is included in the Financial Plan as an amount that taxes are requisitioned for. In such years, Amortization Expense will be included in the Municipal Pool at one-third of the Administrative Allocation Rate (ie. $27.3\%/3 = 9.1\%$). Rationale -- About one-third of current assets being amortized are acquired under capital leases and, other than a small charge to interest from the capital lease payments, the amortization budget is the only budget line recording the expense of these assets. Other assets are budgeted as operating expenses, and they are only capitalized if they meet the tangible capital asset cost threshold of \$5,000. Using the example Administrative Allocation Rate, 9.1% of the Amortization budget will be added to the Municipal Pool.
- 2.6 Contribution to Surplus - When a Contribution to Surplus is budgeted, the treatment regarding the Municipal Pool may vary depending on the purpose of the Contribution to Surplus:
- a. A general Contribution to Surplus that supports the overall operation of the Islands Trust will be added to the Municipal Pool as an expense at the Administrative Allocation Rate.
 - b. If a Contribution to Surplus is specifically targeted to an activity that benefits only a portion of the Islands Trust, then the proportion treated as an expense in the Municipal Pool will be determined at the time by mutual agreement between the Treasurers of the Islands Trust and each island municipality.
- 2.7 Islands Trust Revenues will be examined annually to determine if any should be allocated to the Municipal Pool in order to offset expenses. The calculation of revenues that will be allocated to the Municipal Pool will be based on logic similar to that used to calculate expenses. A list of the various Islands Trust revenue budget lines and how they are treated in contributing to the Municipal Pool are included in Appendix B.

3. Communications

- 3.1 The Islands Trust Treasurer will estimate the municipal tax requisition for each fiscal year, based on the initial draft of the Islands Trust budget that is reviewed by Trust Council in December of each year.

- 3.2 All documents used by the Islands Trust Treasurer to estimate the municipal tax requisition will be provided to the Treasurer of an island municipally for review by December 31 of each year, with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition calculation by February 28 of the following year.
- 3.3 During its consideration of its annual budget in March of each year, the Islands Trust Council will be provided with any responses received from island municipality Treasurers in regards to the accuracy and completeness of the municipal tax requisition calculation.
- 3.4 This policy will be attached to the *Islands Trust Council – Bowen Island Municipality Protocol Agreement*.

4. Policy Amendment

- 4.1 This policy will be effective upon adoption and will not be applied retroactively.
- 4.2 Any changes to the policy will be effective upon adoption and will not be applied retroactively to any prior fiscal years.

D. Legislated References

- 1. *Islands Trust Act*, S.47
- 2. *Islands Trust Act*, S.14
- 3. Islands Trust Council Policy 7.2.1 – Trustee Remuneration
- 4. Islands Trust Council – Bowen Island Municipality Protocol Agreement

E. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Appendix A – List of Islands Trust Financial System Location Codes

Appendix B - Revenue Budget Lines Categorized for Municipal Pool Calculations

Appendix C - Example Calculation of the Administrative Allocation Rate

APPENDIX A

The following is a list of the Location Codes in the Islands Trust financial system with each location defined in terms of how it would be described in the *Islands Trust Act*, section 14(3)(c), or as Islands Trust Administration.

Location Description	Location Code	Description of how Location Code fits into Budget Section in <i>Islands Trust Act</i>
Trust Council	100	"operations of Trust Council and Executive Committee"
Executive Committee	110	"operations of Trust Council and Executive Committee"
Trust Area Services	150	"operations of Trust Council and Executive Committee"
Islands Trust Fund	210	"administrative operations of the Trust Fund Board"
ITF - recovery	220	"administrative operations of the Trust Fund Board"
Victoria planning office	510	"general operations of the Local Trust Committees"
Ganges planning office	520	"general operations of the Local Trust Committees"
Gabriola planning office	530	"general operations of the Local Trust Committees"
Bylaw Enforcement	580	"general operations of the Local Trust Committees"
Director of LPS	590	"general operations of the Local Trust Committees"
Executive Islands	610	"general operations of the Local Trust Committees"
Denman	615	"general operations of the Local Trust Committees"
Gabriola	620	"general operations of the Local Trust Committees"
Galiano	625	"general operations of the Local Trust Committees"
Gambier	630	"general operations of the Local Trust Committees"
Hornby	635	"general operations of the Local Trust Committees"
Lasqueti	640	"general operations of the Local Trust Committees"
Mayne	645	"general operations of the Local Trust Committees"
N. Pender	650	"general operations of the Local Trust Committees"
Salt Spring	655	"general operations of the Local Trust Committees"
Saturna	660	"general operations of the Local Trust Committees"
S. Pender	665	"general operations of the Local Trust Committees"
Thetis	670	"general operations of the Local Trust Committees"
Exec on LTCs	675	"operations of the executive committee acting as a local trust committees"; this location code also includes costs for the Executive Committee members serving as chairs of local trust committees (travel costs plus 50% Executive remuneration)
Victoria Admin office	810	Administration
Chief Admin Officer	820	Administration
Information Systems	825	Administration
Finance/HR	830	Administration
Trust-wide general	999	Administration

APPENDIX B: Revenue Budget Lines Categorized for Municipal Pool Calculations

Revenue Category	Municipal Pool Treatment	Rationale
Fees & Sales (e.g. Development application fee; sales of OCP maps)	Excluded	Fees and Sales relate solely to activities of the Local Trust Committees, whose activities are excluded from the municipal tax requisition calculation.
Provincial Grant (general Regional District grants or Strategic Community Investment grants)	Included in the Municipal Pool	Provincial funding is for the whole organization, including Local Planning Services. Using the Administrative Allocation Rate would reflect the ratio attributed to Trust Council and Islands Trust Fund.
Property Taxes	Excluded	Property taxes are collected from the non-municipal Local Trust Areas.
Municipal Tax Levy	Excluded	This policy addresses the calculation of the municipal tax levies.
Special tax levies on individual Local Trust Areas	Excluded	Special tax levies relate solely to activities of the Local Trust Committees, whose activities are excluded from the municipal tax requisition calculation.
Appropriations from Surplus	Appropriations specifically identified for Trust Council, Trust Area Services or Islands Trust Fund are included at 100% of the appropriation amount. Appropriations specifically identified for Local Trust Committees or Local Planning Services are excluded. Appropriations specifically identified for Administrative Services, or general appropriations to reduce property taxes are included in the Municipal Pool at the Administrative Allocation Rate	100% of expenses for the same operational units are included in the Municipal Pool. Activities relating to Local Trust Committees or Local Planning Services are excluded from the Municipal Pool. Expenses for Administrative Services are allocated to the Municipal Pool at the same percentage. Non-specific appropriations are allocated to the Municipal Pool at the same rate as Administrative expenses which are also non-specific to a particular operational unit.
Interest income	Included at the percentage defined	Administrative revenue is allocated to the

Revenue Category	Municipal Pool Treatment	Rationale
	by the Administrative Allocation Rate.	Municipal Pool at the same rate as Administrative expenses.
Income from grants	Grant income specifically identified for Trust Council, Trust Area Services or Islands Trust Fund are included at 100% of the budgeted revenue amount. Grant income specifically identified for Local Trust Committees or Local Planning Services are excluded. Grant income specifically identified for Administrative Services, are included in the Municipal Pool at the Administrative Allocation Rate.	Expenses for these operational units are 100% included in the Municipal Pool. Expenses for these operational units are excluded from the Municipal Pool. Expenses for Administrative Services are included in the Municipal Pool at the Administrative Allocation Rate.
Miscellaneous income	Treated the same as general grant income.	
Other Income – NAPTEP, ITF cost recovery	If budgeted, then 100% included in the Municipal Pool.	Islands Trust Fund costs are 100% allocated to the Municipal Pool. (Note: normally income in this category does not contain a revenue budget. The category is used to isolate fees from NAPTEP applications once the funds are received.

APPENDIX C: Example Calculation of the Administrative Allocation Rate

\$ Millions

\$ 1.0 Trust Council budget

0.5 Islands Trust Fund budget

\$ 1.5 Sub-total for Trust Council and Islands Trust Fund

4.0 Local Planning Services budget

\$ 5.5 Total Operational Units expenditure budget

1.5 Administrative Services budget

\$ 7.0 Total Expenditure Budget

The Administrative Allocation Rate in this example is $\$1.5/\$5.5 = 27.3\%$

General:

This quarter has been dominated by staffing changes. Hiring processes for the roles of Islands Trust Conservancy Manager, Ecosystem Protection Specialist and Senior Policy Advisor are complete and orientation and training for these roles is underway. The Property Management Specialist position is vacant and will be posted soon, pending amendments to the job profile. The Program Coordinator job profile is still with the Public Service Agency for classification but we hope to post the position by the end of September.

Another key theme has been the Electronic Document Management project. Staff have been sorting and transferring all TAS files to the new electronic filing system.

Policy Statement Amendment project:

There has been no progress on this project in the last quarter. Staff expects that implementation of the engagement plan for the project will be a significant focus of the TAS team for the next quarter.

Agency Liaison and Advocacy:

Name Change: In June, staff prepared a letter from the Chair to the Minister of Municipal Affairs and Housing to express Trust Council and the Conservancy Board's gratitude for prioritizing the name change request.

Rural Dividend Program Funding: In July, staff prepared a letter from the Chair to the Premier of B.C. to request that the Province designate all islands in the Islands Trust Area as permanently eligible for funding from granting programs for rural communities, including the Rural Dividend Program and the Islands Coastal Economic Trust.

Supporting Parliamentary Motion M-151: In July, staff prepared a letter from the Chair to the Ministers of Environment and Climate Change and Fisheries and Oceans Canada to request that the Ministers of the Federal Government and all members of various parties in the House of Commons support Parliamentary Motion M-151 made by MP Gord Johns and as well to request that their respective departments take positive actions to reduce the influx of plastics and micro plastics into Canadian water.

Designating Islands Trust Area eligible for Western Economic Diversification Program Funding: In July, staff prepared a letter from the Chair to the Minister of Innovation, Science and Economic Development requesting that the Minister take the steps necessary to make all islands in the Islands

Trust Area eligible for Community Futures funding, and other granting programs for rural communities.

Housing Needs Assessment Reports: In July, staff prepared a letter from the Chair to the Minister of Municipal Affairs and Housing to provide the housing needs assessment reports, highlight the difficult housing situations that many people living in the Trust Area are currently experiencing and thank the minister for her work on affordable housing.

Extension to Interim Anchorage Protocol: In July, staff prepared a letter from the Chair to the Minister of Transport requesting that the Interim Anchorages Protocol, which expires on August 8, 2018, be extended by three months to ensure there is sufficient reliable data upon which to base future anchorage management recommendations.

Temporary Freighter Anchorages in Southern Gulf Islands: In August, staff prepared an anchorage strategy for the Executive Committee, which was adopted. Over the next quarter TAS staff will be supporting an opinion editorial about anchorage issues for local and regional newspapers; a letter to the Minister of Transport Canada conveying community group and Islands Trust concerns about communication and processes associated with the Interim Protocol for the Use of Southern B.C. Anchorages; and a roundtable meeting about anchorages to bring together interested community groups, First Nations, industry, Transport Canada and stakeholders.

Trans Mountain Pipeline Open Letter: Through July and August, staff investigated options for an open letter and associated communications campaign. Staff prepared briefings for the Executive Committee, let a contract for an advisor and drafted a letter for Executive Committee and San Juan Council review, as well as a news release. At the time of writing, the letter is not yet approved.

Service Integration: Staff attended the CRD Forum on Service Delivery on August 13, 2018 and prepared briefings for Trust Programs Committee.

UBCM meetings: Staff prepared meeting requests to the Premier, Minister of Municipal Affairs and Housing, Minister of Transportation and Infrastructure, Minister of Environment and Climate Change, Minister of Indigenous Relations and Reconciliation and BC Hydro staff.

Trust Secretariat Role to Coordinating Bodies: Staff has not yet begun research into the implications of taking on a secretariat role for regional coordination processes. Staff has identified that the report to Trust Council could also address the potential coordination needs of the Coastal Douglas-fir Conservation Partnership. In August, the Trust Programs Committee requested staff to enter into a contract to provide “secretariat” type services for the Howe Sound Community Forum and related Task Forces for the current fiscal year to a maximum of \$3,000 paid for out of the current Trust Programs Committee budget. Staff will begin work on this assignment in September-October.

Communications:

2017-18 Annual Report: Graphic design of the annual report is complete. The report will be posted to the website and sent to the Minister of Municipal Affairs and Housing for tabling in the legislature. It will also be sent to Islands Trust subscribers.

Meeting Decorum poster: Working with Local Planning Services, a final draft of a meeting decorum poster has been created, which will be available for posting at all local trust committee meetings. The poster clearly outlines acceptable levels of behaviour. Once graphic design is complete the poster will be provided to planner to take to meetings. .

News Releases: In June, staff issued a news release to announce that housing needs assessments are now complete for the entire Islands Trust Area

Thank you letters: In July, prepared letters from the Chair to Trust Council delegates and presenters.

Public Notice Improvements: TAS staff continues to work with Local Planning Services to develop user-friendly and plain language templates for public hearing notices and improve internal processes that guide how the notices are created and provided to newspapers. Once the templates are finalized, work will begin on notices about development variances, temporary use permits and community information meetings.

Public Facing Publications and Engagements: The Communication Specialist continues to work with planning staff to provide guidance and feedback on content and design for public facing publications.

Elections Notifications: The Communications Specialist assisted the Legislative Services Manager in placing local advertisements about the upcoming elections and in updating the website with current election information.

Social Media: We continue to increase our use of Twitter. In addition to our own news, we've also been sharing information that is relevant to our mandate and of interest to our residents. During the 55 days between July 1st and the date of this report, our Twitter account had 7.6K impressions. Our most popular tweets were: sharing information about the fire ban (2000 impressions); sharing an announcement of new areas of protection for Douglas-fir (1655 impressions); and a reminder of our freshwater video, timed to the hot weather (831 impressions). We currently have 898 followers, which is humble but still growing. The new program coordinator position will help us to schedule and maintain our Twitter account so that it can become more effective.

Our dialogue with consultants in relation to the Trans Mountain open letter, has underscored our need to be on Facebook to help our ability to engage with constituents.

Three-minute film series: The videos have been widely praised and we continue to share them periodically through our Twitter account (they've also been shared a number of times on Facebook by Trustees and members of the public). They've now been embedded onto the relevant pages of our website, where they add an extra dimension to the public's learning about the work that we do (and how they can work with us). They continue to steadily attract viewers. The trustees video has been viewed 1205 times, the freshwater video 694 times, and the work with us video, 351. Although lowest on the overall ranking, the work with us video was the most popular over the last 28 days, accounting for 40% of the viewers. During the initial launch of the videos, we asked the public to send in their ideas for subjects for possible future videos. They – along with some of the trustees – have given us some great ideas to work with.

Communications Strategy: The release of the short videos and work on the Trans Mountain open letter have greatly contributed to our thinking of how to frame elements of the proposed

communications strategy, including how we could manage our social media presence. Work continues on a comprehensive, multi-year communications strategy to help staff and elected officials more effectively engage with the wider community about the mandate and services of the Islands Trust. This strategy will, in turn, inform the future workplan for the Communications Specialist.

Website updates: In addition to updates to the elections page, staff will focus on refreshing content relating to climate change, freshwater, First Nations and other topics.

Education/Partnership programs:

Baynes Sound/Lambert Channel Forum: In partnership with WWF-Canada, Islands Trust held a two-day Baynes Sound/Lambert Channel Ecosystem Forum in May 2018. The TAS and WWF-Canada co-leads wrote a summary report with highlights and recommendations for future actions: short-term and long term and provided it to Trust Programs Committee for review. WWF will distribute the report to all meeting participants.

Abandoned vessels: Staff developed an FAQ on abandoned vessels that will be posted to the website and sent to subscribers once graphic design is complete.

Sea Level Rise Workshops: In August, the Trust Programs Committee endorsed partnering with the Living Oceans Society to deliver sea level rise workshops. The Islands Trust Bylaw Enforcement Manager has been appointed to the project's advisory committee. Staff will work with the Living Ocean Society to deliver two to five workshops by the end of 2018.

**Top Priorities****Trust Programs Committee**

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Improve the Delivery and Integration of Services	Identify changes that could improve the delivery and integration of services		Clare Frater Russ Hotsenpiller	
2	Trust Secretariat	Provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role for the Howe Sound Community Forum that considers the needs of existing and potential regional coordination processes in the Baynes Sound/Lambert Channel and Saanich Inlet regions.	20-Jun-2018	Clare Frater Russ Hotsenpiller	
3	Review the Islands Trust Policy Statement	Implement Policy Statement engagement plan State of the Islands project		Clare Frater	

Projects**Trust Programs Committee**

Description	Activity	R/Initiated
Improve cooperation and integration with other levels of government.	Explore opportunities and benefits of cooperating with First Nations and others to seek nominations of the Trust Area as a UN Biosphere Reserve.	

Trust Programs Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
	Amend Crown Land Cooperation Agreements	Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements into one. (Consider implications for First Nations relationships.)			
	Enhance (protect / restore) community character, socio-economic diversity and economic sustainability	Develop advocacy program for sustainable, appropriate agriculture Facilitate exploration of intra and inter-island transportation routes			



ISLANDS TRUST CONSERVANCY

REPORT TO TRUST COUNCIL

2nd Quarter 2018-2019

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
Jennifer Eliason, Manager of ITC, on temporary assignment with BC Parks; Kate Emmings assigned as A/Manager of ITC and Nuala Murphy assigned as A/Ecosystem Protection Specialist Implemented name change Worked with planning staff on Coastal Douglas-fir and Associated Ecosystems resources for local trust committees (LPC project) Provided Regional Conservation Plan briefing to all LTCs and BIM Issued and evaluated Forage Fish Mapping RFP Completed transfer of electronic files to new Electronic Document Management System	Develop naming protocol for nature reserves and covenants, and revise policy as necessary Update ecosystem mapping on internal mapping application and MapIT Post and fill position of A/Property Management Specialist Trustee orientation for elected trustees (Trust Council) ITC board orientation for new appointed and elected trustees Develop and submit ITC 2019-2020 budget requests Obtain forage fish mapping for Gabriola and Saturna
2. COVENANT AND PROPERTY ACQUISITIONS	
Finalized Sandy Beach covenant and reviewed baseline inventory report (Keats) Finalized Link Island NAPTEP Covenant for registration (Gabriola LTA) Drafted covenant for Salish View acquisition (Lasqueti)	Continue to negotiate five covenants (South Pender, Salt Spring, Keats, Thetis & Lasqueti) Facilitate donation of 2.5 hectares to be added to Valens Brook Nature Reserve (Denman) Negotiate transfer of Sandy Beach Nature Reserve (Keats) and access to Sandy Beach shoreline Register Link Island NAPTEP Covenant and issue Natural Area Exemption Certificate

As of September 2018 the Islands Trust Conservancy protects 103 conservation properties, 28 nature reserves and 75 covenants (of which 24 have NAPTEP certificates)



ISLANDS TRUST CONSERVANCY

REPORT TO TRUST COUNCIL

2nd Quarter 2018-2019

3. COVENANT AND PROPERTY MANAGEMENT	
Approved updated management plan for Morrison Marsh Nature Reserve (Denman) Contracted issued for revising the management plans for the three nature reserves on Gambier with field work completed Completed annual monitoring for all ITC protected areas Issued contract to perform an archeological study and incorporate First Nations knowledge for the Moore Hill Nature Reserve (Thetis) Management Plan	Send letters reporting the annual monitoring results to landowners and partners and giving more information to them about ITC name change Work with partners to develop public open house for the Fairyslipper Nature Reserve (Thetis) Management Plan
4. COMMUNICATIONS	
Issued news release for Salish View campaign regarding half-way mark in fundraising (\$115,000 still needed by December 21, 2018) Issued news release for name change and updated website and social media Updated communications materials and ITC plans with new name Provided support for creation of Sensitive Ecosystem Fact Sheets for the northern islands Finalized Regional Conservation Plan Summary publication	Issue news releases and website updates for registered conservation covenants/completed land acquisitions Review ITC website language to include acknowledgement and consideration of First Nations Develop Social Media Procedure in cooperation with Islands Trust Communications Specialist Develop ITC style guide to guide use of ITC logo, colours, fonts, etc. Develop Local Trust Area profiles based on Regional Conservation Plan
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Completed September Opportunity Fund application intake and evaluation Submitted funding proposal to the Canada Nature Fund for Salish View acquisition (Lasqueti)	Complete fundraising for 11.6 hectare 'Salish View' property acquisition by December 2018 (Lasqueti) Continue to identify grant opportunities for ITC projects, including granting opportunities to facilitate First Nations collaboration

As of September 2018 the Islands Trust Conservancy protects 103 conservation properties, 28 nature reserves and 75 covenants (of which 24 have NAPTEP certificates)

BRIEFING

To: Trust Council **For the Meeting of:** September 18-20, 2018
From: Islands Trust Conservancy **Date Prepared:** August 21, 2018
SUBJECT: AUDITED FINANCIAL STATEMENTS OF THE ISLANDS TRUST FUND FOR 2017-18

PURPOSE: The audited financial statements of the Islands Trust Fund for the year ended March 31, 2018 were reviewed and accepted by the Trust Fund Board at their July 17, 2018 meeting and are being provided here for information.

BACKGROUND: The *Islands Trust Act* Section 46 requires the Islands Trust Conservancy to prepare and submit to Trust Council a report respecting the previous fiscal year that includes an audited balance sheet, a statement of receipts and expenditures and a schedule of all assets held in trust, with their valuation.

On May 31, 2018, the Islands Trust Fund changed its legal name from Islands Trust Fund to Islands Trust Conservancy. As this name change occurred after the fiscal year end, the financial statements are completed under the name of the Islands Trust Fund.

ATTACHMENT(S):

1. Financial Statements of the Islands Trust Fund, Year Ended March 31, 2018

FOLLOW-UP: The Audited Financial Statements of the Islands Trust Fund have been posted to the Islands Trust Conservancy website at www.islandstrustconservancy.ca.

Prepared By: Kate Emmings, A/Manager, Islands Trust Conservancy

Reviewed By/Date: Clare Frater, Director of Trust Area Services / August 22, 2018
Executive Committee / September 5, 2018
Russ Hotsenpiller, CAO /

Financial Statements of

THE ISLANDS TRUST FUND

Year ended March 31, 2018

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of Islands Trust (the "Trust") are the responsibility of the Trust's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting standards for local governments as established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Trust's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Trust, acting through its Audit Committee, meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by Trust Council. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Trust's financial statements.



Chief Administrative Officer
Services

Director of Administration



KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITORS' REPORT

To the Trustees of the Islands Trust Fund Board, the Trustees of the Islands Trust Council and the Minister of Municipal Affairs and Housing

We have audited the accompanying financial statements of The Islands Trust Fund, which comprise the statement of financial position as at March 31, 2018, the statements of operations, changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, The Islands Trust Fund derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of The Islands Trust Fund. Therefore, we were not able to determine whether as at March 31, 2018 and for the years ended March 31, 2018 and March 31, 2017, any adjustments might be necessary to revenue and excess of revenue over expenses reported in the statement of operations, statement of cash flows, statement of changes in fund balances and assets and fund balances reported in the statement of financial position as at March 31, 2018. This caused us to qualify our audit opinion on the financial statements as at and for the year ended March 31, 2017.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of The Islands Trust Fund as at March 31, 2018, its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Professional Accountants

Victoria, Canada
July 17, 2018

THE ISLANDS TRUST FUND

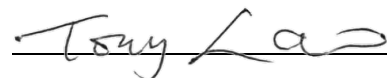
Statement of Financial Position

March 31, 2018, with comparative information for 2017

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2018 Total	2017 Total
(Schedule 1)						
Assets:						
Current assets:						
Cash	\$ 29,214	\$ 184,597	\$ -	\$ -	\$ 213,811	\$ 249,356
Short-term investments (note 2)	-	164,772	-	88,000	252,772	253,452
Accounts receivable	-	-	-	-	-	27,300
Inventory of fundraising items	667	-	-	-	667	1,342
	29,881	349,369	-	88,000	467,250	531,450
Investments (note 3)	-	66,522	-	-	66,522	64,870
Land (notes 4 and 6)	-	-	7,624,169	6,176,601	13,800,770	13,250,504
	\$ 29,881	\$ 415,891	\$ 7,624,169	\$ 6,264,601	\$ 14,334,542	\$ 13,846,824
Liabilities:						
Current liabilities:						
Property tax payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 498
Due to Islands Trust	-	-	-	-	-	2,921
Deferred revenue	-	-	-	-	-	541
	-	-	-	-	-	3,960
Fund Balances:						
Unrestricted	29,881	-	-	-	29,881	31,950
Investment in land (note 4)	-	-	7,624,169	-	7,624,169	7,073,903
Internally restricted (note 5)	-	23,439	-	-	23,439	24,327
Externally restricted (note 5)	-	392,452	-	-	392,452	420,783
Restricted for endowment purposes (note 6)	-	-	-	6,264,601	6,264,601	6,291,901
	29,881	415,891	7,624,169	6,264,601	14,334,542	13,842,864
	\$ 29,881	\$ 415,891	\$ 7,624,169	\$ 6,264,601	\$ 14,334,542	\$ 13,846,824

The accompanying notes are an integral part of these financial statements.

Approved by the Trust Fund Board:



Board member



Board member

THE ISLANDS TRUST FUND

Statement of Operations

Year ended March 31, 2018, with comparative information for 2017

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2018 Total	2017 Total
(Schedule 2)						
Revenue:						
Donations:						
Cash	\$ 3,475	\$ 466,755	\$ -	\$ -	\$ 470,230	\$ 260,724
Land	-	-	-	-	-	156,000
Grants	2,041	23,660	-	-	25,701	281,371
Rental income	-	10,200	-	-	10,200	10,200
Investment income	20	1,417	-	-	1,437	16,089
Sale of fundraising items	136	-	-	-	136	133
	5,672	502,032	-	-	507,704	724,517
Expenses:						
Repairs and maintenance - Alton property	-	1,962	-	-	1,962	1,181
Cost of sales of fundraising items	675	-	-	-	675	270
Bank charges	61	1,637	-	-	1,698	235
Donations to conservancy groups	5,000	-	-	-	5,000	6,460
Consultant fees	2,005	4,686	-	-	6,691	8,995
	7,741	8,285	-	-	16,026	17,141
Excess (deficiency) of revenue over expenses	\$ (2,069)	\$ 493,747	\$ -	\$ -	\$ 491,678	\$ 707,376

The accompanying notes are an integral part of these financial statements.

THE ISLANDS TRUST FUND

Statement of Changes in Fund Balances

Year ended March 31, 2018, with comparative information for 2017

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	Total
Fund balances, March 31, 2016	\$ 36,113	\$ 540,871	\$ 7,073,903	\$ 5,484,601	\$ 13,135,488
Excess of revenue over expenses	(4,163)	282,539	-	429,000	707,376
Interfund transfer	-	(378,300)	-	378,300	-
Fund balances, March 31, 2017	31,950	445,110	7,073,903	6,291,901	13,842,864
Excess of revenue over expenses	(2,069)	493,747	-	-	491,678
Interfund transfer (note 7)	-	(522,966)	550,266	(27,300)	-
Fund balances, March 31, 2018	\$ 29,881	\$ 415,891	\$ 7,624,169	\$ 6,264,601	\$ 14,334,542

The accompanying notes are an integral part of these financial statements.

THE ISLANDS TRUST FUND

Statement of Cash Flows

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 491,678	\$ 707,376
Item not involving cash:		
Donation of land	-	(156,000)
Changes in non-cash operating working capital:		
Inventory of fundraising items	675	270
Accounts receivable	27,300	(27,300)
Property tax payable	(498)	498
Due to Islands Trust	(2,921)	2,921
Deferred revenue	(541)	541
	515,693	528,306
Capital activities:		
Cash paid to acquire land	(550,266)	(624,000)
Investing activities:		
Increase (decrease) in short-term investments	680	(13,667)
(Decrease) in long-term investments	(1,652)	(1,613)
	(972)	(15,280)
(Decrease) in cash	(35,545)	(110,974)
Cash, beginning of year	249,356	360,330
Cash, end of year	\$ 213,811	\$ 249,356

The accompanying notes are an integral part of these financial statements.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2018

The Islands Trust (the "Trust") is incorporated under The Islands Trust Act of British Columbia (as amended). The objectives of the Trust are to preserve and protect the Trust area and its unique amenities and environment for the benefit of the residents of the Trust area and of the Province generally.

The Islands Trust Fund (the "Trust Fund") is also incorporated under The Islands Trust Act of British Columbia and is empowered to accept donations, grants and bequests on behalf of the Trust and to hold land and other property in compliance with a Trust Fund plan approved by the Ministry of Municipal Affairs and Housing.

The Trust Fund is administered by the Trust and for financial reporting purposes, the Trust and the Trust Fund are reported on separately. The Trust Fund's annual expenses are funded by and reported as part of the Trust in accordance with The Islands Trust Act. These financial statements present the financial position and changes in fund balances of the Trust Fund.

On May 31, 2018, the Islands Trust Fund changed its legal name from Islands Trust Fund to Islands Trust Conservancy.

1. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations:

(a) Fund accounting:

The Trust Fund follows the restricted fund method of accounting for contributions.

The Opportunity Fund reports unrestricted resources.

The Restricted Fund reports the assets, liabilities, revenue and expenses related to internally and externally restricted assets.

The Capital Fund reports the assets, liabilities, revenue and expenses related to the Trust Fund's capital assets.

The Endowment Fund reports resources that are contributed for endowment purposes.

(b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2018

1. Significant accounting policies (continued):

(b) Financial instruments (continued):

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses. When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations. During the years presented, there are no unrealized gains and losses, and as a result, no statement of remeasurement gains and losses has been included in these financial statements. All investments held by the Trust Fund are classified as Level 2 investments for fair value measurement and there were no changes in classification in the years presented.

(c) Land:

Purchased land is recorded at cost. Contributed land is recorded at estimated fair value at the date of contribution.

(d) Revenue recognition:

Restricted contributions are recorded as revenue of the appropriate restricted fund when received or receivable, if the amount can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions are recorded as revenue of the Opportunity Fund in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Contributions for endowment are recorded as revenue in the Endowment Fund balance.

Interest income earned on Endowment Fund resources is restricted for the purpose of maintaining certain specified property and is recorded in the Restricted Fund. Interest income of internally restricted funds is recorded as revenue of the Restricted Fund. Other interest income is recorded as revenue of the Opportunity Fund when earned.

All other forms of income are recorded as revenue of the Opportunity Fund when received or receivable.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2018

1. Significant accounting policies (continued):

(e) Liability for contaminated sites:

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the Trust Fund is directly responsible or accepts responsibility;
- (iv) it is expected that future economic benefits will be given up; and
- (v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions which affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the period. Significant estimates include assumptions used in estimating the fair value of contributed land at the date of contribution. Actual results could differ from those estimates.

(g) Adoption of new accounting standards:

On April 1, 2017, the Trust adopted PS2200, *Related Party Disclosures*, PS 3420, *Inter-entity Transactions*, PS3210 *Assets*, PS3320 *Contingent Assets* and PS3380 *Contractual Rights*. There were no transitional adjustments recorded to accumulated surplus, annual surplus or disclosures as a result of adoption of the new standards.

2. Short-term investments:

Short-term investments consist of an endowment fund with the Victoria Foundation and Municipal Finance Authority of British Columbia ("MFA") Short Term Bond and Money Market Funds. Investments in MFA Funds are recorded at market value.

3. Investments:

Investments consist of a guaranteed investment certificate that matures on April 16, 2019. It has an interest rate of 2.55%.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2018

4. Land:

	Acquisition date	2018	2017
Inner Island Nature Reserve, Denman Island	1992	\$ 70,000	\$ 70,000
Coats Millstone Reserve, Gabriola Island	1994	100,000	100,000
Medicine Beach Nature Sanctuary, North Pender Island	1996	477,000	477,000
Cunningham Reserve, Salt Spring Island	1994	265,000	265,000
Deep Ridge Reserve, Salt Spring Island	1992	255,000	255,000
Lower Mt. Erskine Nature Reserve, Salt Spring Island	1996	284,000	284,000
Kwel Nature Sanctuary, Lasqueti Island	1997	195,497	195,497
Singing Woods Nature Reserve, Bowen Island	1999	157,000	157,000
Trincomali Nature Sanctuary, Galiano Island	2001	242,406	242,406
Horton Bayviary Nature Reserve, Mayne Island	2002	210,000	210,000
Morrison Marsh Nature Reserve, Denman Island	2006	438,000	438,000
Brigade Bay Bluffs Nature Reserve, Gambier Island	2006	150,000	150,000
Long Bay Wetland Nature Reserve, Gambier Island	2006	305,000	305,000
Elder Cedar Nature Reserve, Gabriola Island	2007	658,000	658,000
Mount Artaban Nature Reserve, Gambier Island	2009	1,177,000	1,177,000
Fairy Fen Nature Reserve, Bowen Island	2011	1,817,000	1,817,000
Laughlin Lake Nature Reserve, Galiano Island	2013	56,000	56,000
Vanilla Leaf Land Nature Reserve, Galiano Island	2014	217,000	217,000
Fairy Slipper Forest Nature Reserve, Thetis Island	2017	550,266	-
		\$ 7,624,169	\$ 7,073,903

5. Restricted Fund balances:

	2018	2017
Internally restricted:		
McFadden Creek management fund	\$ 23,439	\$ 24,327
Externally restricted:		
Alton Nature Reserve - maintenance fund	115,080	102,043
Morrison Fund	20,070	20,062
Covenant Defense Fund	105,534	103,824
Lasqueti Acquisition Fund	34,114	33,344
Gambier Acquisition Fund	116,368	116,891
Thetis Island Acquisition Fund	1,286	44,619
	392,452	420,783
	\$ 415,891	\$ 445,110

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2018

6. Restricted for endowment purposes:

	Acquisition date	2018	2017
Short-term investments			
Alton Nature Reserve – maintenance	2002	\$ 88,000	\$ 88,000
Land:			
Lindsay Dickson Nature Reserve, Denman Island	2001	\$ 2,200,000	\$ 2,200,000
Alton Nature Reserve, Salt Spring Island	2002	454,000	454,000
McFadden Creek Nature Sanctuary, Salt Spring Island	2015	422,601	422,601
Properties acquired under the Federal Government Ecological Gifts program:			
Mt. Trematon Nature Reserve, Lasqueti Island	2006	320,000	320,000
David Otter Nature Reserve, Bowen Island	2007	620,000	620,000
John Osland Nature Reserve, Lasqueti Island	2012	890,000	890,000
Valens Brook Nature Reserve, Denman Island	2013	280,000	280,000
Burren's Acres Nature Reserve, Gabriola Island	2014	210,000	210,000
Moore Hill Nature Reserve, Thetis Island	2017	780,000	780,000
		6,176,601	6,176,601
		\$ 6,264,601	\$ 6,264,601

Investment gains (losses) on endowment funds for the year of (\$157) (2017 - \$12,306) have been recorded in the Restricted Fund.

Two properties owned by the Trust Fund, the Lindsay Dickson property on Denman Island, and the Alton property on Salt Spring Island, were donated on the condition that the properties be used and managed in certain ways. The Lindsay Dickson property was donated "for so long as the land is used as a nature reserve for the use, benefit and enjoyment of the residents of B.C.". The Alton property is to be held, managed and preserved for its ecological environment and scenic features and not as a recreational park. The residence, gardens and driveway are to be preserved and managed for non-profit purposes.

In the event that these properties are not managed accordingly, the properties could revert to the Province of British Columbia in the case of the Lindsay Dickson Nature Reserve and to the Executors of the donor's estate in the case of the Alton Nature Reserve.

In 2015, the McFadden Creek Nature Sanctuary on Salt Spring Island was donated to the Trust Fund on the condition that the property was to be protected, preserved and maintained in its natural state. Should a disposition of this property ever be triggered, there is a Right of First Refusal on the property in favor of the Wild Bird Trust of BC.

Certain properties as listed in the preceding table were acquired under the Federal Government Ecological Gift program. Recipients of ecological gifts are responsible for maintaining the biodiversity and environmental heritage values of the property in perpetuity.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2018

7. Interfund transfer:

During the year, there were interfund transfers of \$550,266 (2017 - \$nil) from the Restricted Fund to the Capital Fund, representing cash paid to acquire the Fairy Slipper Forest Nature Reserve on Thetis Island, and \$27,300 from the Endowment Fund to the Restricted Fund representing grant monies received for the purchase of Moore Hill Nature Reserve in the previous fiscal period.

8. Related party:

The Trust is related to the Trust Fund through the composition of the Trust Fund's Board. The Trust Fund's Board is comprised of three members from the Trust's Council and up to three members appointed by the Minister of Municipal Affairs and Housing.

The Trust Fund's annual expenses are funded by and reported as part of the Trust in accordance with The Islands Trust Act. The expenses are summarized as follows:

	2018	2017
Operations and property management	\$ 515,807	\$ 459,775
Board	23,098	15,566
Administration	164,046	154,286
	<u>\$ 702,951</u>	<u>\$ 629,627</u>

For the year ended March 31, 2018, amounts payable to Islands Trust were \$nil (2017 - \$2,921).

9. Financial risks and concentration of risk:

The Trust Fund's financial instruments consist of cash, short-term investments, accounts receivable, investments, property tax payable and due to Islands Trust. It is management's opinion that the Trust Fund is not exposed to significant interest, currency or credit risk arising from these financial instruments. The maximum exposure to credit risk at March 31, 2018 is the carrying value of cash, accounts receivable, short-term investments and investments. The Trust Fund deals with creditworthy counterparties to mitigate credit risk. The Trust Fund manages its liquidity risk by monitoring its operating requirements. Interest rate risk is not significant due to the short term nature of investments held. There have been no significant changes to risk exposure in the years presented.

THE ISLANDS TRUST FUND

Statement of Financial Position

Schedule 1

March 31, 2017

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2017 Total
Assets:					
Current assets:					
Cash	\$ 34,144	\$ 215,212	\$ -	\$ -	\$ 249,356
Short-term investments (note 2)	-	165,452	-	88,000	253,452
Accounts receivable	-	-	-	27,300	27,300
Inventory of fundraising items	1,342	-	-	-	1,342
	35,486	380,664		115,300	531,450
Investments (note 3)	-	64,870	-	-	64,870
Land (notes 4 and 6)	-	-	7,073,903	6,176,601	13,250,504
	\$ 35,486	\$ 445,534	\$ 7,073,903	\$ 6,291,901	\$ 13,846,824
Liabilities:					
Current liabilities:					
Property tax payable	\$ -	\$ 498	\$ -	\$ -	\$ 498
Due to Islands Trust	2,995	(74)	-	-	2,921
Deferred revenue	541	-	-	-	541
	3,536	424	-	-	3,960
Fund Balances:					
Unrestricted	31,950	-	-	-	31,950
Investment in land (note 4)	-	-	7,073,903	-	7,073,903
Internally restricted (note 5)	-	24,327	-	-	24,327
Externally restricted (note 5)	-	420,783	-	-	420,783
Restricted for endowment purposes (note 6)	-	-	-	6,291,901	6,291,901
	31,950	445,110	7,073,903	6,291,901	13,842,864
	\$ 35,486	\$ 445,534	\$ 7,073,903	\$ 6,291,901	\$ 13,846,824

THE ISLANDS TRUST FUND

Statement of Operations

Schedule 2

Year ended March 31, 2017

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2017 Total
Revenue:					
Donations:					
Cash	\$ 2,480	\$ 258,244	\$ -	\$ -	\$ 260,724
Land	-	-	-	156,000	156,000
Grants	2,959	5,412	-	273,000	281,371
Rental income	-	10,200	-	-	10,200
Investment income	21	16,068	-	-	16,089
Sale of fundraising items	133	-	-	-	133
	5,593	289,924	-	429,000	724,517
Expenses:					
Repairs and maintenance - Alton property	-	1,181	-	-	1,181
Cost of sales of fundraising items	270	-	-	-	270
Bank charges	31	204	-	-	235
Donations to conservancy groups	6,460	-	-	-	6,460
Consultant fees	2,995	6,000	-	-	8,995
	9,756	7,385	-	-	17,141
Excess (deficiency) of revenue over expenses	\$ (4,163)	\$ 282,539	\$ -	\$ 429,000	\$ 707,376

BRIEFING

To:	Trust Council	For the Meeting of:	September 18, 2018
From:	Trust Programs Committee	Date Prepared:	August 24, 2018
SUBJECT:	Service Integration		

PURPOSE: To update Trust Council on the Trust Programs Committee (TPC)'s work and findings related to work on service integration.

BACKGROUND:

In September 2017, Trust Council asked the TPC working group to: ***Identify potential governance or operational changes that could be adopted in order to improve the delivery and integration of all the types of services that are delivered to the Islands Trust Area. (2017-09-12, TC resolution).***

The working group is at this stage very much focused on listening to communities and defining the problem(s). The working group has gathered anecdotal information from trustees about the experiences and challenges of service integration on their islands, and is engaged in a more formal process of information gathering from each local trust committee and Bowen Island Municipality. The committee held a Town Hall in Ganges and another in Nanaimo where Salt Springers and Gabriolans voiced their concerns.

Committee members Heather O'Sullivan, Brian Crumblehulme, Dan Rogers, Peter Luckham, Paul Brent, and Sue Ellen Fast attended the Capital Regional District's Forum on Service Delivery on August 13, 2018 in Sidney, BC with the CAO and Director of Trust Area Services. TPC Vice-Chair O'Sullivan spoke to the forum. At the forum, participants learned the governance report from the Salt Spring Island Community Alliance will be released by the first week of September. Committee members are looking forward to receiving the reports from the Salt Spring Island community groups who have been discussing governance.

The committee has discussed the following themes:

- In support of the mandate to preserve and protect the trust area, the Islands Trust's primary authority under the Islands Trust Act is to regulate land use development.
- The Islands Trust is uniquely positioned to work with other agencies; unlike other forms of local government, it's baked right into the mandate. The object of the Trust includes working "in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia. Section 9 of the *Islands Trust Act* provides the legislated ability to enter into agreements with other agencies to coordinate activities.
 - The committee received a complete inventory of current and past agreements that relate to service integration or cooperation including: Protocol Agreements, Letters of Understanding, Memorandum of Understanding and Administrative Agreements. The accompanying report indicated that while some agreements are current and working well, there are many that are not currently relevant for a variety of reasons.

- The Islands Trust is based on separation of services - specifically the separation of land use planning from the suite of services that are generally delivered by regional districts or municipalities. The rationale for the separation is to allow land use planning decisions to be free of any financial incentive to rezone, develop, or approve applications, so that in practice the Preserve and Protect mandate and trustees' interpretation of it is what steers decision-making.
- While people may find the overlapping jurisdictions confusing and frustrating, they've stated time and time again that they appreciate the Trust and they value the Trust. People feel that their governance model is not perfect, not by a long stretch, but there is a real concern about throwing the baby out with the bathwater.
- Any models or solutions which are developed for one island will either translate directly or provide inspiration for other islands.

Examples of suggestions about how island communities may benefit from increased cooperation or coordination between agencies include:

- Increased information and coordination of information to communities on services such as waste services, wharves, planning and building inspection;
- The potential for greater coordination of budgeting and annual priority setting between local service providers;
- Cooperation between the Islands Trust land use planning function and respective building inspection and planning services of regional districts;
- Water resource management and water servicing;
- Working together on bylaw enforcement, nuisances and unsightly premises; and
- Developing a coordinated approach to addressing the condition and function of rural roads.

The committee has also discussed that island communities would also benefit from:

- Authentic and coordinated public engagement where appropriate; and
- Coordination and information exchange with First Nations communities.

When the committee considers next steps, the following two ideas are consistently mentioned:

- identifying and refreshing key regional protocol agreements and letters of understanding
- possibly focusing on emerging issues such as affordable housing or water resources in cooperation with others on a project basis.

In August, TPC considered the road standards agreement and passed a resolution stating that if examination of service integration issue proceeds as priority of Trust Programs Committee for next term the Committee recommends that the impact of the Ministry of Transportation and Infrastructure road standards agreement on village roadscapes be examined as a potential pilot project or case study.

TPC has passed a resolution to recommend to the next Trust Council that the service integration work continue under Trust Programs Committee and that it be given priority next term.

ATTACHMENT(S): None.

FOLLOW-UP: Trust Programs Committee will meet again on October 15, 2018.

Prepared By: Clare Frater

Reviewed By/Date: Russ Hotsenpiller, CAO, August 24, 2018

A wide-angle photograph of a coastal landscape. In the foreground, a rocky beach with small, dark stones stretches across the frame. The middle ground shows a calm body of water with three wooden pilings standing vertically. The background features a range of forested hills under a sky filled with large, grey clouds. The text "Salish Sea Nearshore Habitat Recovery Project 2017-2022" is overlaid in the upper center in a bold, black, sans-serif font.

Salish Sea Nearshore Habitat Recovery Project 2017-2022

Howe Sound/Atl'kitsem

History •

Community

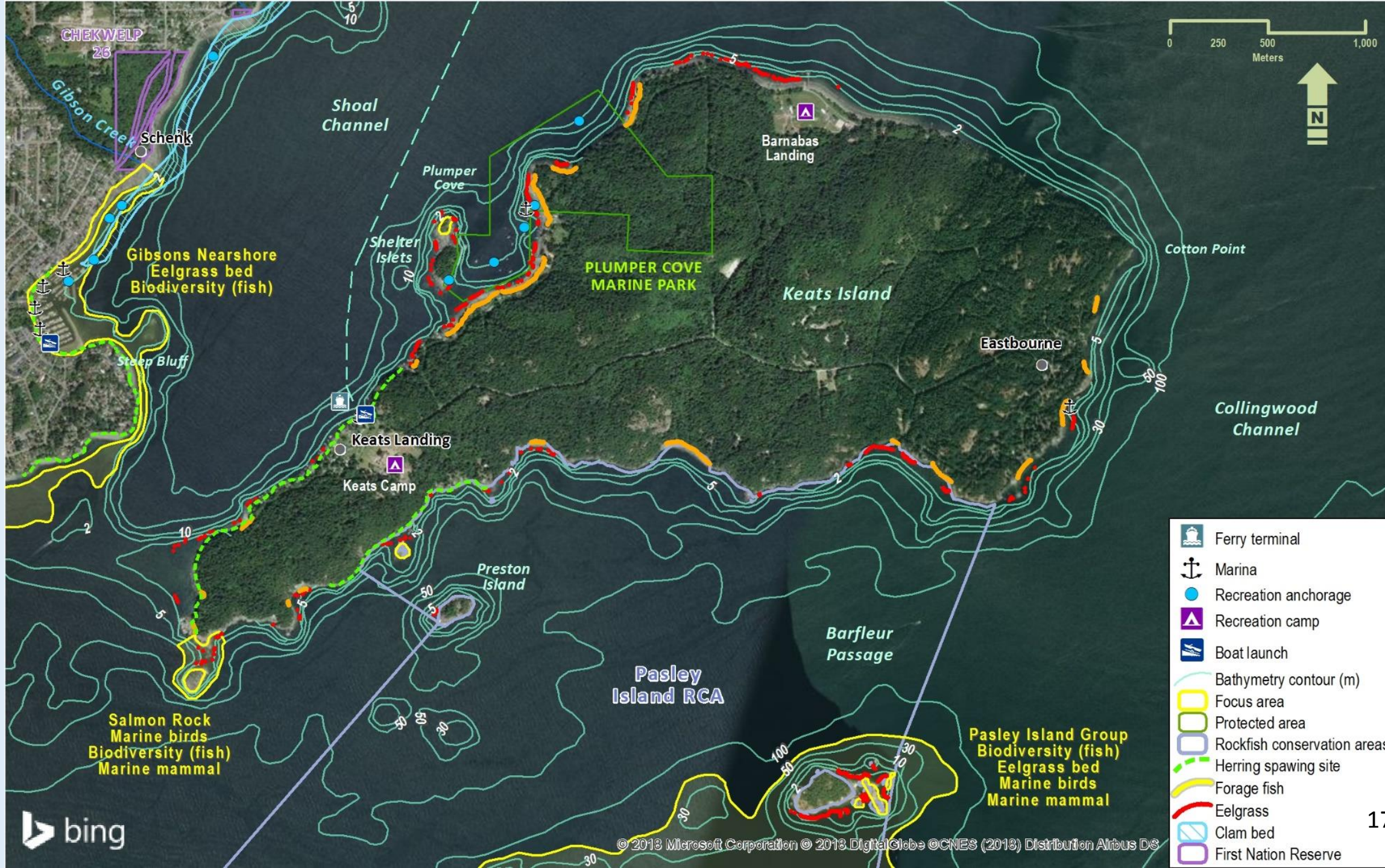
Geography

Future

Why the nearshore?

- Ecological value
- Land – sea interface
- Human – nature interface
- Unique in our region





Project details

- **Goal**

- Recover ecosystem health and increase resiliency of nearshore habitats for salmon, forage fish, and all the species that depend upon them in the marine food web

- **Activities**

- Eelgrass transplants
- Marine riparian restoration
- Subtidal debris removal

- **Regions**

- Gulf Islands
- Burrard Inlet
- Howe Sound/Atl'kitsem
- Sechelt Inlet

- **Timeline**

- 2017-2022



Our process

**Listen to the
community**

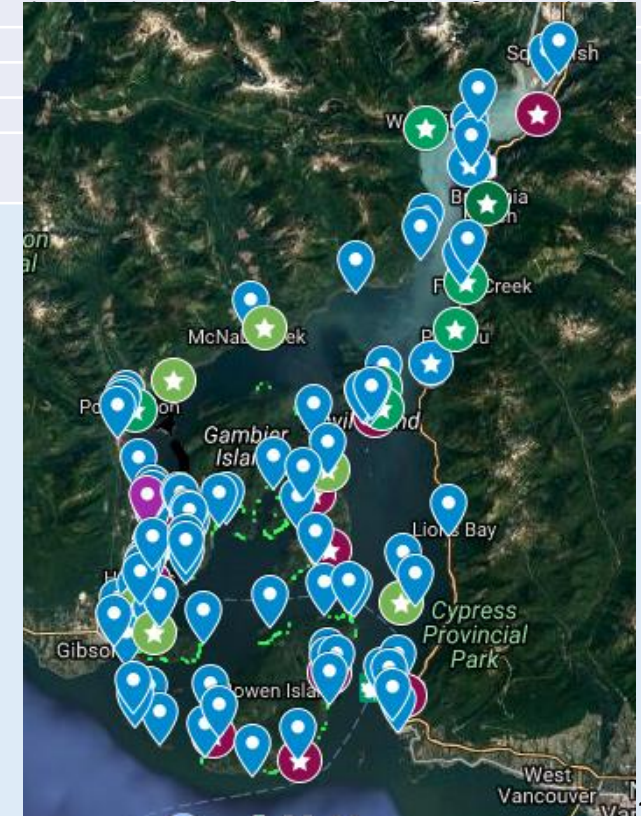


Our process

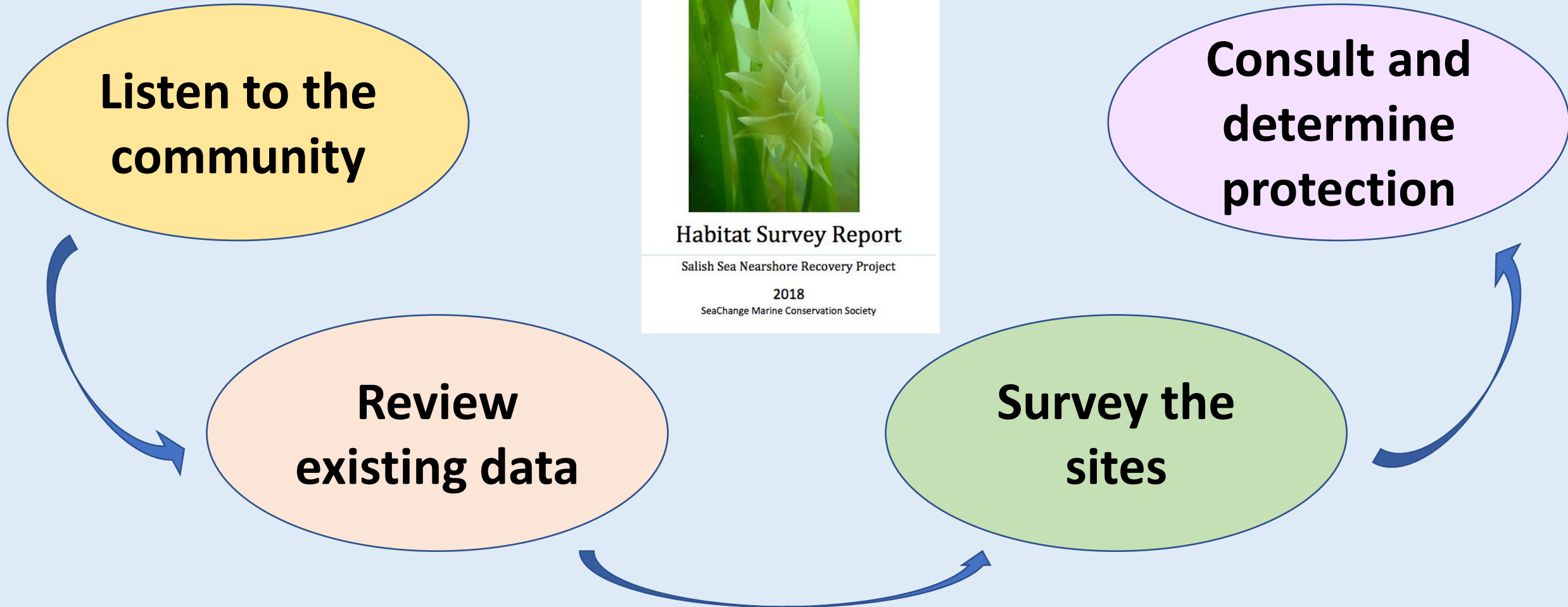
Listen to the community

Review existing data

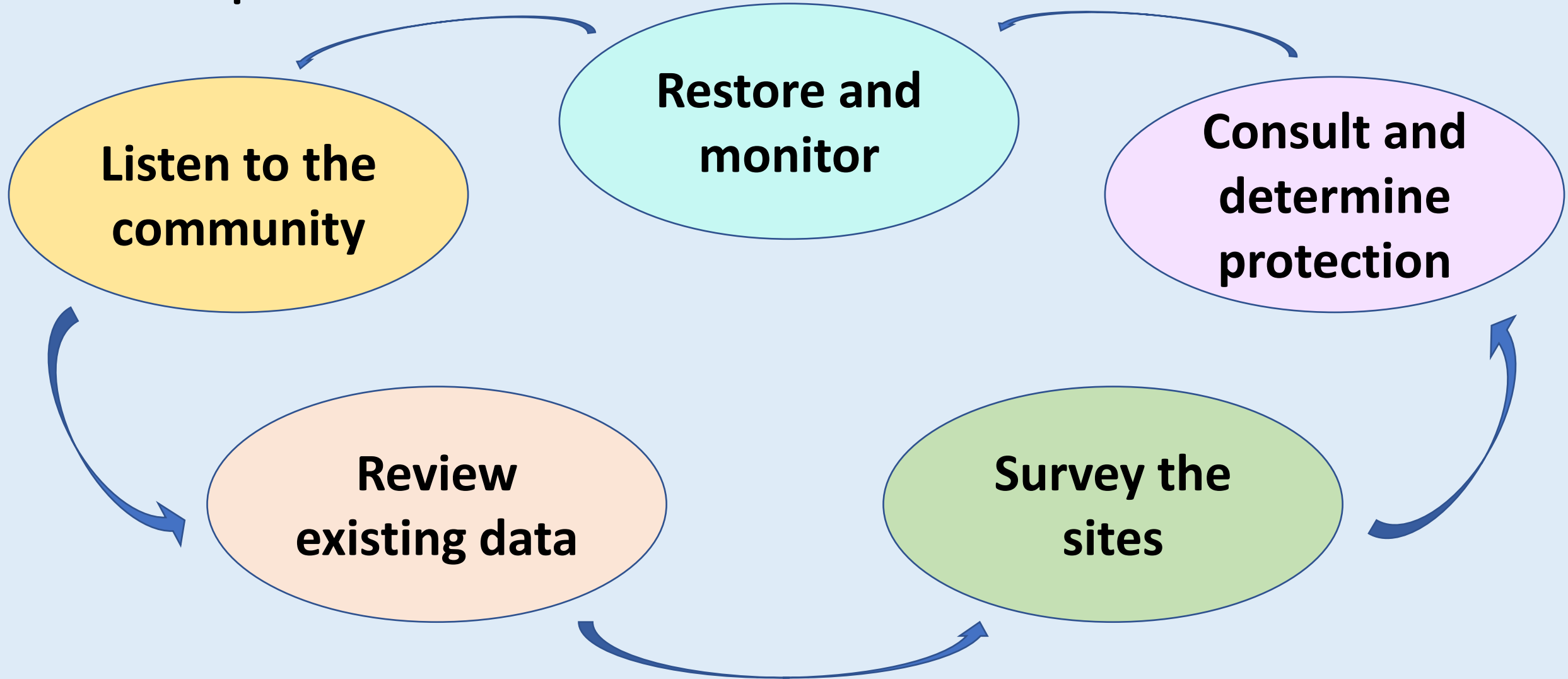
Site	Island/Region	Eelgrass Presence and Quality	Forage fish	Native Eelgrass	Human Capacity	Linkages	Salmon Streams	Quality of Sediments	Presence of Woody Debris
Gravelly bay/Pebble Beach	Anvil	1	1	2	1	0	0	2	2
Muddy tidal bay	Anvil	1	1	2	1	0	0	2	2
Sea Ranch	Gambier	1	1	2	1	0	2	2	1
Halkett Park	Gambier	1	1	2	1	0	1	2	1
Campbell Bay	Bowyer	2	0	2	1	0	0	1	2
Brigade Bay	Gambier	1	1	2	1	0	0	2	2
Mannion Bay	Bowen								2
Seymour Bay	Bowen								1
Tunstall Bay	Bowen								2
Plumpers Cove	Keats								2
Hopkins Landing	West Howe Sound								2



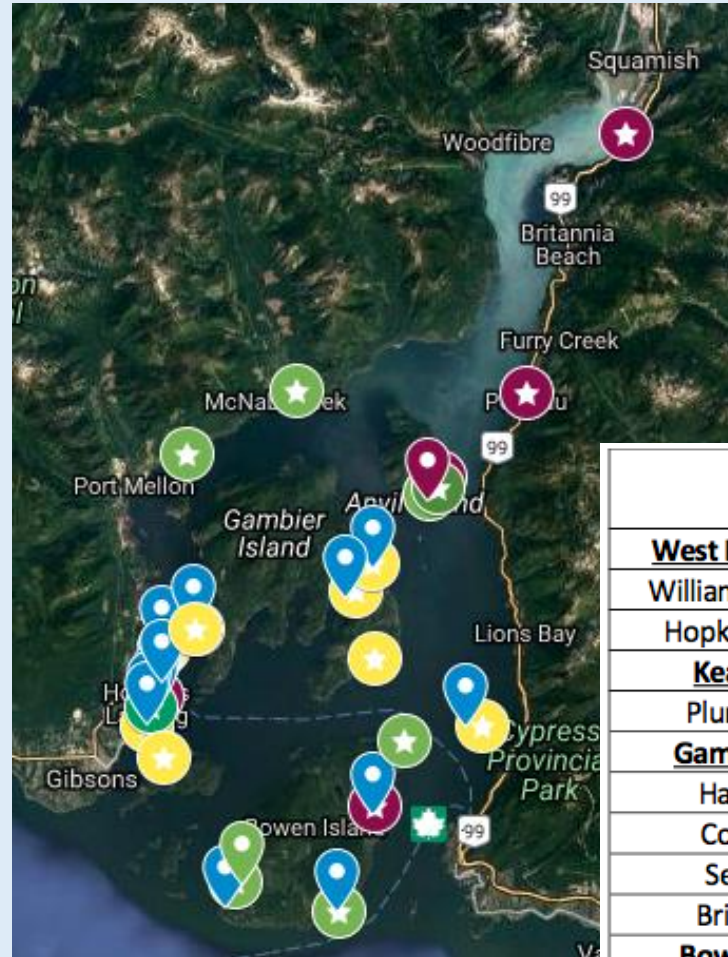
Our process



Our process



Habitat Surveys and transplant – Aug 2018



Site	Eelgrass Restoration	Marine Riparian Restoration	Subtidal Marine Debris Removal
<u>West Howe Sound</u>			
Williamson Landing	✓		
Hopkins Landing	✓	✓	
<u>Keats Island</u>			
Plumper Cove	✓		
<u>Gambier Island</u>			
Halkett Bay	✓		
Cotton Bay	✓	✓	
Sea Ranch	✓		✓
Brigade Bay	✓		
<u>Bowyer Island</u>		✓	185
Campbell Bay	✓	✓	



**Traditional
knowledge**

**Resident
stewards**

**Local
knowledge**

**Engaged
decision-
makers**

**Local NGOs,
not-for-profits,
charities**

**Mapping and
existing data**

**Citizen
scientists**

**Eyes on the
water**

Thank-you



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Web: www.seachangesociety.com

Salish Sea Nearshore Habitat Recovery Project

seachange@shaw.ca

Project Overview

SeaChange Marine Conservation Society is a not for profit marine conservation organization based in Brentwood Bay, BC. Since 1998, we have focused on conservation and restoration of marine life in the Salish Sea, primarily through education and the recovery of native eelgrass (*Zostera marina*) habitats. In 2017, we were granted funding support from the Coastal Restoration Fund through the Department of Fisheries and Oceans for a five-year project: the Salish Sea Nearshore Habitat Recovery Project (2017-2022). This ambitious endeavor is possible because of many years of restoring nearshores within coastal communities surrounding the Salish Sea.

The goal of this project is to recover ecosystem health and increase resiliency of nearshore marine intertidal and subtidal habitats for all species of salmon and the forage fish upon which they depend and who are most affected by anthropogenic activities. Areas of concern are the Gulf Islands where the Chinook salmon populations from the Cowichan/Koksilah River systems are residing, and the nearshores and estuaries utilized by Chinook, coho, chum and sockeye salmon populations for nurseries, refugia and metabolic growth within Howe Sound, Burrard and Sechelt Inlets.

Restoration activities include removal of underwater debris to expand potential eelgrass habitat, restoration of damaged, degraded or destroyed eelgrass habitats, and improvement of marine riparian areas in sites utilized by juvenile salmon and spawning forage fish. Activities in all locations will be conducted through engagement with First Nations communities (Cowichan, Penelakut, Tsleil-Waututh, shíshálh Nation (Sechelt) and Squamish First Nations) and with other community members. Activities are site specific and based on discussions in each location. This regional approach is possible because of successful long-term partnerships with local First Nations, BC Parks, other community and stewardship groups, local businesses, and Fisheries and Oceans Canada.

Project Details

One or two Regional Coordinators have been selected for each region. Each Coordinator, working with the Project Manager, is responsible for the coordination of all restoration activities based on community input. The project is five pronged: Project Planning and Capacity Building, Site Selection and Prioritization, Workshops and Training, Habitat Restoration and Monitoring. A Community Meeting for each region kick started the work. From that meeting, a list of potential eelgrass, marine riparian and/or debris removal sites was created. A Technical Working Group of knowledgeable community members then prioritized the sites according to rating criteria, which includes resiliency to sea level rise, community capacity, habitat connectivity and physical oceanographic conditions, amongst others. Selected sites were then assessed during survey expeditions. Restoration plans are implemented based on the habitat surveys. Restoration sites will be monitored every 6 months after the initial restoration work.

From September 2017 to the end of March 2018, the southern Gulf Islands were the focus of the first year's work. A preliminary site selection rating system is in place. Two eelgrass restoration events occurred, one in Medicine Beach, Pender Island; the second in Clam Bay, Thetis Island. During the summer of 2018 the remaining three regions held their community meetings, formed technical working groups, conducted habitat surveys, and initiated restoration work.

Maps have been produced for each region that include forage fish spawning areas, locations of eelgrass habitats, land use designations, protected areas, and other features. This map is designed for community members to use and add relevant data. A preliminary Eelgrass Transplant Monitoring Plan is also in place, in collaboration with Project Watershed.



If you have a desire to be a part of this recovery work, please contact Nikki Wright, Project Manager, and she will refer you to the Regional Coordinator in your area.

seachange@shaw.ca

250 652-1662



September 2018 Islands Trust Council

Implications of Water Sustainability Act

September 19, 2018

Background: This session will focus on the implications of implementation of the new Water Sustainability Act in the Islands Trust Area.

Purpose:

1. To provide an overview of the implications of the Water Sustainability Act
2. To provide understanding of how Trust Council, Local Trust Committees and Bowen Island Municipality can implement the Water Sustainability Act.

Resources: William Shulba, Senior Freshwater Specialist

TIME	TOPIC	WHO
3:15 pm	Overview of the Water Sustainability Act	Senior Freshwater Specialist
3:25 pm	Groundwater Rights Registry	
3:30 pm	Implications of the Water Sustainability Act	
3:40 pm	Freshwater Preservation and Watershed Protection for a Sustainable Future	
3:50 pm	Questions	

Islands Trust Council Goals	Executive Committee	Islands Trust Conservancy
1. Ecosystem Preservation and Protection 2. Ensure human activity and development are compatible with maintenance of Trust Area ecosystems 3. Sustain Island Character and Healthy Communities 4. Effective, Efficient and Collaborative Governance	1. Trans Mountain Communications Strategy 2. Anchorages Advocacy Strategies 3. Islands Trust Act Amendments	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support

Financial Planning Committee	Local Planning Committee	Trust Programs Committee
1. Budget Assumptions and Principles & Draft Budget 2. Allocated Financial Statements 3. KPMG Audit Observations	1. Community Housing Needs 2. Protect Coastal Douglas-fir and Associated Ecosystems	1. Improve the Delivery and Integration of Services 2. Trust Secretariat 3. Review the Islands Trust Policy Statement



Northern Islands

Ballenas-Winchelsea, Denman, Gabriola,
Gambier, Hornby, Lasqueti, Thetis

Ballenas-Winchelsea Islands

1. Advocacy for the protection and appropriate use of Crown islets.
2. Nanoose First Nation Relationship Building.

Denman Island

1. Denman Island Farm Plan Implementation
2. Relationship building with Komoks First Nation
3. Facilitating Affordable, Attainable and Seniors Housing

Gabriola Island

1. Mudge Island targeted review of OCP/LUB
2. Water taxi feasibility
3. Housing Options OCP/LUB Review Project - Phase 2
4. First Nations Relationship Building

Gambier Island

1. Riparian Areas Regulation
2. Gambier OCP Comprehensive Review
3. Keats Island OCP/LUB Amendments
4. OCP Advocacy Policies - Implementation & Support

Southern Islands

Galiano, Mayne, North Pender,
South Pender, Saturna

Galiano Island

1. Telecommunication Strategy
2. Affordable Housing Strategy
3. Dock Review

Mayne Island

1. Commercial Land Use Review
2. Review of Zoning for Contractors Yards
3. Riparian Area Regulation Implementation

North Pender Island

1. Land Use Planning for Waste Management
2. Housing
3. First Nations Interests

Saturna Island

1. First Nations Relationship Building
2. LUB Technical Review
3. Secondary Suite Review

South Pender Island

1. First Nations Reconciliation
3. Pedestrian and Cycle Routes



Northern Islands

Ballenas-Winchelsea, Denman, Gabriola,
Gambier, Hornby, Lasqueti, Thetis

Hornby Island

1. Land Use Bylaw Amendments
2. Groundwater Protection and Water Conservation Project
3. Vacation Home Rental Community Education and Bylaw Compliance Campaign
4. Exploration of Housing Needs

Lasqueti Island

1. Review of Lasqueti subdivision regulations
2. OCP/LUB Review
3. Community to Community Forum

Thetis Island

1. Riparian Areas Regulation Implementation
2. Ruxton Island Private Moorage Review
3. Relationship Building with Local First Nations

Salt Spring Island

Salt Spring Island

1. Watershed Management+SSIWPA
2. Ganges Village Area Planning - Harbourwalk
3. LUB Update -Industrial Zones
4. LUB Update - Rural Watershed Uses. Agricultural uses appear incompatible with watershed drinking water quality.
5. Affordable Rental Housing - Cottages

Trust Council Quarterly Meeting Schedule
November 6 - 8, 2018
Parkside Hotel, 810 Humbolt Street, Victoria BC

Tuesday, November 6	Wednesday, November 7	Thursday, November 8
	7:30 Breakfast - City Club Lounge 8:30 Chair's Welcome Remarks / Introductions 9:00 The Big Picture: An Overview of the Islands Trust 10:00 Break	7:30 Breakfast - City Club Lounge 8:30 Executive Committee & Trust Fund Board Candidate Presentations and Questions from Trustees 10:00 Break
1:00 Victoria Office Open House 1:00 p.m. to 4:00 p.m. #200 - 1627 Fort Street orientation of laptop/technical equipment, sign-up for benefits	10:15 Notice of Elections & Intent for Executive Committee & Trust Fund Board 10:45 The Big Picture: cont. TAS/LPS/Conservancy/budget 12:00 Lunch - City Club Lounge 1:15 Council Roundtable - What's Important 2:30 LTC roundtables 3:15 Break 3:30 Trustee Q and A 4:15 Making Fair Decisions - session 5:00 Budgeting 5:30 Adjournment	10:30 Executive Committee & Trust Fund Board Elections & Business / Decision items 12:00 Lunch 1:00 EC Meeting - Tentative
5:00 Swearing In Ceremony for Trustees Parkside Hotel 810 Humbolt Street 5:00 p.m. to 5:30 p.m. 5:30 Reception & Photos 5:30 p.m. - 7:00 p.m.		
7:00 Dinner - City Club Lounge		
	Hospitality suite 6:30 Dinner- Parkside Hotel - City Club Lounge	