



Islands Trust Council

Decision and Information Items Agenda

Date: Tuesday, March 4 - Wednesday, March 5, 2014

Location: Hornby Island Community Hall
Central Road, Hornby Island, BC

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2.3 Groundwater Quality and Quantity Toolkit - Decision	27 - 61
 <i>That the Islands Trust Council request staff to finalize the formatting and circulate the Gulf Islands Groundwater Protection – A Regulatory Toolkit, to all local trust committees and planning staff and Bowen Island Municipality so that they are aware of some of the options available for the protection of groundwater.</i>	
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That the Islands Trust Council approve the Executive Committee Work Program Report.

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

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That the Islands Trust Council approve the December 31, 2013 quarterly financial report as presented.

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| 4.4 | Financial Forecast for March 31, 2014 Year End - Briefing | 139 - 142 |
| 4.5 | 2014/15 Financial Plan Bylaw (which implements the 2014/15 Budget) - Decision | 143 - 147 |

1. That Islands Trust Council Bylaw 155, cited as the "Financial Plan Bylaw, 2014/2015" be Read a First Time.
2. That Islands Trust Council Bylaw 155, cited as the "Financial Plan Bylaw, 2014/2015" be Read a Second Time.
3. That Islands Trust Council Bylaw 155, cited as the "Financial Plan Bylaw, 2014/2015" be Read a Third Time.
4. That Islands Trust Council Bylaw 155, cited as the "Financial Plan Bylaw, 2014/15" be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

4.6	Revenue Anticipation Borrowing Bylaw - Decision	148 - 150
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1. That Islands Trust Council Bylaw 156, cited as the "Revenue Anticipation Borrowing Bylaw 2014/15" be Read a First Time.
2. That Islands Trust Council Bylaw 156, cited as the "Revenue Anticipation Borrowing Bylaw 2014/15" be Read a Second Time.
3. That Islands Trust Council Bylaw 156, cited as the "Revenue Anticipation Borrowing Bylaw 2014/15" be Read a Third Time.
4. That Islands Trust Council Bylaw 156, cited as the 'Revenue Anticipation Borrowing Bylaw 2014/15" be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

4.7	Revisions to Purchasing Procedure Policy 6.5.iii - Decision	151 - 161
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That the Islands Trust Council approve the revisions to Purchasing Procedure Policy 6.5.iii and remove Local Trust Committee Local Expense Account Policy 4.1.viii from the Islands Trust Council's Policy Manual.

4.8	Salt Spring Island Request - Special Property Tax Requisition - Decision	162 - 183
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That the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$110,000 in its 2014/15 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee consistent with Trust Council's delegated powers.

5. TRUST AREA SERVICES

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That the Islands Trust Council approve the Trust Programs Committee Work Program Report.

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1. That the Islands Trust Council remove from its Follow-Up Action List the task "Advocacy strategy re marine and coastal issues".
2. That the Islands Trust Council direct the Executive Committee to review financial, staff and trustee resources available for all advocacy activities, and provide the results of the review with recommendations to Trust Council.
3. That the Islands Trust Council direct the Executive Committee to oversee development of a draft framework for assessing advocacy campaign priorities and for selecting advocacy methods.

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9. ADJOURNMENT

**ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES**

RESOLUTION WITHOUT MEETING NO. TC-RWM-2014-001

It was Moved by Trustee Ken Hancock and Seconded by Trustee Peter Luckham:

“That, in light of Trust Council’s stated opposition to the Kinder Morgan pipeline expansion, the Islands Trust Council direct the Chair to submit an application for the Islands Trust to participate as a commenter in the National Energy Board’s hearing into the Trans Mountain Pipeline Expansion Project.”

<u>TRUSTEES CONTACTED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
Ken Hancock	February 4, 2014	In Favour
Louise Decario	February 4, 2014	In Favour
Tony Law	February 4, 2014	In Favour
Liz Montague	February 4, 2014	In Favour
George Grams	February 4, 2014	In Favour
David Graham	February 4, 2014	In Favour
Sheila Malcolmson	February 4, 2014	In Favour
Peter Luckham	February 4, 2014	In Favour
Susan Morrison	February 4, 2014	In Favour
Sue French	February 4, 2014	In Favour
Gisele Rudischer	February 4, 2014	In Favour
Paul Brent	February 5, 2014	In Favour
Jeanine Dodds	February 5, 2014	In Favour
Sandy Pottle	February 5, 2014	In Favour
Mike Jones	February 5, 2014	In Favour
Laura Busheikin	February 5, 2014	In Favour
Peter Grove	February 5, 2014	In Favour
Brian Crumblehulme	February 5, 2014	In Favour
Gary Steeves	February 5, 2014	In Favour
Kate-Louise Stamford	February 6, 2014	In Favour
Alex Allen	February 6, 2014	In Favour
Pamela Janszen	February 6, 2014	In Favour
Jan Hagedorn	February 6, 2014	In Favour
Wolfgang Duntz	February 6, 2014	In Favour
Andrew Stone	February 7, 2014	In Favour

TRUSTEES VOTE NOT AVAILABLE

Peter Johnston

FINAL VOTE COUNT

25 IN FAVOUR
OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON FEBRUARY 7, 2014.



CHAIR'S SIGNATURE



RECORDER'S SIGNATURE

 5



Islands Trust

Minutes of Islands Trust Council Meeting December 3-5, 2013, Victoria, BC

Present:

Executive Committee:

Sheila Malcolmson, Chair (Gabriola)
David Graham, Vice Chair (Denman)
Ken Hancock, Vice Chair (North Pender)
Peter Luckham, Vice Chair (Thetis)

Trustees:

Wolfgang Duntz, Bowen
Andrew Stone, Bowen
Laura Busheikin, Denman
Gisele Rudischer, Gabriola (December 3 & 4)
Louise Decario, Galiano
Sandy Pottle, Galiano
Jan Hagedorn, Gambier
Kate-Louise Stamford, Gambier
Alex Allen, Hornby
Tony Law, Hornby
Peter Johnston, Lasqueti
Susan Ann Morrison, Lasqueti
Brian Crumblehulme, Mayne
Jeanine Dodds, Mayne
Gary Steeves, North Pender
George Grams, Salt Spring
Peter Grove, Salt Spring
Paul Brent, Saturna
Pam Janszen, Saturna
Mike Jones, South Pender
Liz Montague, South Pender
Sue French, Thetis

Regrets:

Gisele Rudischer, Gabriola (December 5)

Staff:

Linda Adams, Chief Administrative Officer
Lisa Gordon, Director, Trust Area Services
David Marlors, Director, Local Planning Services
Cindy Shelest, Director, Administrative Services
Carmen Thiel, Director, Legislative Services
Marie Smith, Executive Coordinator (Recorder)

TUESDAY, DECEMBER 3, 2013

Call to Order

The meeting was called to order at 11:05 am. Chair Malcolmson acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

All 26 trustees were in attendance.

Chair Sheila Malcolmson welcomed everyone to the meeting and acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

Approval of Agenda/Notice of New Items

New Business Item: 7.2 Letter from Denman Island Marine Stewards

By General Consent, the Agenda for the September 2013 Trust Council meeting was approved, as amended.

ECONOMIC SUSTAINABILITY WORKSHOP

Trust Council members participated in a workshop that provided an opportunity for those who have responsibility for economic development in the Trust Area and surrounding areas, to share information about effective, appropriate and sustainable economic development models. Presenters and participants included Trust Area and Quadra and Cortez Islands Regional District Electoral Area Directors, Trust Area MLAs, and representatives from Trust Area Economic Development Commission/Advisory Councils, Trust Area Chambers of Commerce, Vancouver Island Economic Alliance, BC Economic Development Association and San Juan Economic Development Council.

INVASIVE SPECIES SESSION

Rachelle McElroy with the Coastal Invasive Species Committee provided trustees with information about invasive species issues in the islands, focusing on high-priority invasive plants and strategies for management.

Notice of New Items

TC-2014-193

It was MOVED by Trustee Montague and SECONDED by Trustee Johnston,
To add 'Roberts Bank Terminal' as a new business item.

CARRIED

TC-2014-194

It was MOVED by Trustee Jones and SECONDED by Trustee French,
To extend the Delegation and Town Hall Session up to 105 minutes.

CARRIED

TC-2014-195

It was MOVED by Trustee Brent and SECONDED by Trustee Decario,
To add 'BC Ferries Injunction' as a new business item.

CARRIED

By General Consent, the Islands Trust Council approved adding the correspondence received in relation to existing Agenda Items 4.4, 5.5 and 6.1.1.

By General Consent, the agenda was approved, as amended.

STRATEGIC PLAN REVIEW

Linda Adams, Chief Administrative Officer, briefly reviewed the status of Trust Council's 2011-14 Strategic Plan and identified proposed changes to the Plan in response to requests from Islands Trust bodies and the draft 2014/15 budget recommended by the Financial Planning Committee. Further direction will also be provided to the Executive Committee and the Financial Planning Committee regarding the Strategic Plan and final development of a budget for 2014/15.

CLOSED SESSION

TC-2014-196

It was MOVED by Trustee Graham and SECONDED by Trustee Luckham,

That the Islands Trust Council meeting be closed to the public subject to Sections 90(1)(g) and (i) of the Community Charter in order to distribute documents related to litigation affecting the Islands Trust, and receipt of advice that is subject to solicitor-client privilege; and staff be invited to attend the meeting.

CARRIED

The meeting closed to the public at 5:10 pm and reopened at 5:12 pm.
The meeting recessed at 5:13 pm.

WEDNESDAY, DECEMBER 4, 2013

The meeting reconvened at 8:35 am. All 26 trustees were present.

2014/15 BUDGET SESSION

Staff provided Trust Council with an overview of the Financial Planning Committee's current draft of the 2014/15 Budget. Trustees discussed the proposed revenue, expenses and General Revenue Fund Surplus in detail, and provided comments and recommendations for the Financial Planning Committee to consider when it develops a draft budget package for public comment.

TC-2014-197

It was MOVED by Trustee Hancock and SECONDED by Trustee Luckham,

That the Islands Trust Council request the Financial Planning Committee to amend the draft 2014/15 Budget prior to public consultation to include funding for a laptop program for trustees.

CARRIED

TC-2014-198

It was MOVED by Trustee Rudischer and SECONDED by Trustee French,

To increase the Gabriola Island Local Trust Committee budget amount to \$10,000.

CARRIED

TC-2014-199

It was MOVED by Trustee Luckham and SECONDED by Trustee Dodds,

That the Islands Trust Council request the Financial Planning Committee to amend the draft 2014/15 Budget prior to public consultation by including the funding for the Grants Administrator position at the Option C level of \$29,065.

This level would retain the position at two days a week.

In favour – 19

Opposed - 7

(Grove-Salt Spring; Grams-Salt Spring; Malcolmson-Gabriola; Hancock-North Pender;
Steeves-North Pender; Brent-Saturna; Janszen-Saturna)

CARRIED

TC-2014-200

It was MOVED by Trustee Hagedorn and SECONDED by Trustee Janszen,

That the Islands Trust Council give direction to the Financial Planning Committee to continue to fund the most cost effective way to ensure Trust Council is held on Gambier/Keat Islands in September 2014.

CARRIED

TC-2014-201

It was MOVED by Trustee Janszen and SECONDED by Trustee Crumblehulme,

That the Islands Trust Council request the Financial Planning Committee to revisit Item 4.5.1 – reinstatement to full time planner 1 for Southern Planning Team.

In Favour - 11

Opposed - 15

(Allen-Hornby; Pottle-Galiano; Decario-Galiano; Busheikin-Denman;
Montague-South Pender; Steeves-North Pender; Rudischer-Gabriola;
Stone-Bowen; Duntz-Bowen; Stamford-Gambier; Jones-South Pender;
Law-Hornby; Hancock-North Pender; Malcolmson-Gabriola; Luckham-Thetis)

FAILS

TC-2014-202

It was MOVED by Trustee Hancock and SECONDED by Trustee Johnston,

That the Islands Trust Council request the Financial Planning Committee to work with the Director of Local Planning Services to consider possibilities for reducing Riparian Area Regulations mapping costs by extending the term for completing the mapping over a longer period.

In Favour – 22

Opposed – 4

(Rudischer-Gabriola; Brent-Saturna; Morrison-Lasqueti; Graham-Denman)

CARRIED

TC-2014-203

It was MOVED by Trustee Janszen and SECONDED by Trustee Morrison,

That the Islands Trust Council request the Financial Planning Committee to review the Staff Training budgets in the draft 2014/15 Budget for any opportunity for reduction.

In Favour – 23

Opposed – 3

(Steeves-North Pender; Malcolmson-Gabriola; Graham-Denman)

CARRIED

TC-2014-204

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

That the Islands Trust Council request the Financial Planning Committee to consider eliminating project request items 4.4.5 (Add Co-op Student Term to Mapping Base Budget) and 4.4.6 (Adding Development Permit Areas to MapIT) from the draft 2014/15 Budget.

In Favour –6
(Hancock-North Pender; Steeves-North Pender; Stone-Bowen; Brent-Saturna;
Janszen-Saturna; Pottle-Galiano)
Opposed – 20
FAILS

TC-2014-205

It was MOVED by Trustee Busheikin and SECONDED by Trustee Rudischer,

That the Islands Trust Council request the Financial Planning Committee to amend the draft 2014/15 Budget prior to public consultation in a manner that would increase property taxes up to 1.68%.

In Favour –12
Opposed – 14
(Janszen-Saturna; Brent-Saturna; Allen-Hornby; Law-Hornby; Pottle-Galiano; Decario-Galiano;
Hancock-North Pender; Steeves-North Pender; Dodds-Mayne; Crumblehulme-Mayne;
Grove-Salt Spring; Grams-Salt Spring; Montague-South Pender; Jones-South Pender)
FAILS

DECISION AND INFORMATION ITEMS

1. GENERAL

1.1 Resolutions Without Meeting – RWMs-05, 06, 07, 08-2013

Provided for information.

1.2 September 2013 Trust Council Meeting Draft Minutes

By General Consent, the September 2013 Trust Council Meeting Minutes were adopted, as amended.

1.3 Trust Council Follow-Up Action List

Provided for information.

2. LOCAL PLANNING

2.1 Director of Local Planning Services Report

Provided for information.

2.2 Local Planning Committee Work Program Report

The top work program priorities as of November 2013 were, 1) Development of Water Quality and Quantity Tool Kit; 2) Greenshores for Homes; and 3) Renewable Energy Technology in the Trust Area.

The Local Planning Committee will consider suggestions from trustees at its next meeting about moving 'Integrated Watershed and Shoreline Stewardship Protection Approach' to the short list.

TC-2014-206

It was MOVED by Trustee Decario and SECONDED by Trustee Crumblehulme,

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

CARRIED

2.3 Bylaw Enforcement Report Briefing

Staff highlighted the current status of bylaw enforcement investigations in the Trust Area.

3. EXECUTIVE

3.1 Chief Administrative Officer's Report

Provided for information.

3.2 Executive Committee Work Program Report

The top work program priorities as of November 2013 were: 1) Governance, Policy, Strategic Planning, Trust Council; 2) Communications, Advocacy, Policy Statement, Interagency and Public Relations; and 3) Organizational Improvements.

TC-2014-207

It was MOVED by Trustee Luckham and SECONDED by Trustee Hagedorn,

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

CARRIED

Staff was requested to send the detailed Executive Committee Work program to trustees.

3.3 Local Trust Committee Correspondence Policy

This new policy would replace the original policy adopted in 1993 and addresses changes in the work environment, including the advent of electronic mail, the enactment of the *Freedom of Information and Protection of Privacy Act*, and new standards for workplace harassment.

Staff proposed further minor amendments to the policy.

TC-2014-208

It was MOVED by Trustee Luckham and SECONDED by Trustee Graham,

To amend draft Policy 7.4.i. Incoming Local Trust Committee Correspondence by deleting 'BC Government' from Item A.1 and to replace 'pre approved auto reply message' with 'pre approved standard reply message' throughout the policy where applicable.

CARRIED

TC-2014-209

It was MOVED by Trustee Luckham and SECONDED by Trustee French,

That the Islands Trust Council adopt Policy 7.4.i Incoming Local Trust Committee Correspondence: General, dated December 5, 2013 as amended.

CARRIED

TC-2014-210

It was MOVED by Trustee Luckham and SECONDED by Trustee Graham,
That the Islands Trust Council repeal Policy 7.4.i Handling of Incoming Mail General, dated February 4, 1993.

CARRIED

The meeting recessed at 12:05 pm and reconvened at 1:00 pm.

DELEGATION AND TOWN HALL SESSION

1. Association for Denman Island Marine Stewards/Denman Island Forage Fish Group

Shelley McKeachie on behalf of the Association for Denman Island Marine Stewards and Edina Johnston on behalf of the Denman Island Forage Fish Group expressed their groups' concerns about the impacts of industrial shellfish aquaculture, particularly the expansion of geoduck aquaculture within the Strait of Georgia.

2. Maxine Leichter, Salt Spring Island

Maxine Leichter expressed her concerns about bylaw enforcement in the Islands Trust Area suggested the Trust undertake a study of bylaw enforcement.

3. Jan Slakov, Salt Spring Island

Jan Slakov spoke to trustees about the issue of bylaw enforcement in the Islands Trust Area and suggested Council establish a committee to research options on improving bylaw enforcement in the Islands Trust Area.

4. Gulf Islands Alliance, Salt Spring Island

On behalf the Gulf Islands Alliance, Chair David Steen asked Council to considering using the Public Trust Doctrine to fight climate change in the Trust Area.

5. Help The Kelp, Gabriola Island

On behalf of Help the Kelp, Michael Mehta provided a presentation to trustees about the threats to marine ecosystems and Bull Kelp forests in the Trust Area.

6. Save the Salish Sea, Salt Spring Island

On behalf of Save the Salish Sea, Sandra Lecki shared its concerns about the risks of increased tanker traffic in the Salish Sea.

3.4 Trust Council Strategic Plan 2011-2014

TC-2014-211

It was MOVED by Trustee Busheikin and SECONDED by Trustee Duntz,
To amend Item 2.5.1 by adding the words 'and other stakeholders affected by the shellfish industry' after 'Meet with regulatory agencies responsible for shellfish activities in the Islands Trust Area'.

TC-2014-212

It was MOVED by Trustee Luckham and SECONDED by Trustee Allen,
To amend the motion: To amend Item 2.5.1 by adding the words 'and other stakeholders and interested parties affected by the shellfish industry' after 'Meet with regulatory agencies responsible for shellfish activities in the Islands Trust Area'.

On the amendment

CARRIED

On the amended motion

In Favour – 6
(Duntz-Bowen; Allen-Hornby; Law-Hornby; Grams-Salt Spring;
Grove-Salt Spring; Janszen-Saturna)
Opposed – 20
FAILS

TC-2014-213

It was MOVED by Trustee Graham and SECONDED by Trustee Luckham,
That the Islands Trust Council remove under Item 2.5.1, column 4 '(subject to displacement of other advocacy initiatives)'.

CARRIED

TC-2014-214

It was MOVED by Trustee Hancock and SECONDED by Trustee Hagedorn,
That the Islands Trust Council add to Item 1.5.3 "Participate in Coastal Douglas Fir and Association Ecosystems Conservation Partnership" with measure of success being "Active Participation" and status being "Depict Galiano's Membership".

CARRIED

TC-2014-215

It was MOVED by Trustee Hancock and SECONDED by Trustee Crumblehulme,
That the Islands Trust Council endorse the Objectives, Strategies, Activities and Phases (columns 1 – 3) illustrated in the November 19m 2013 version, as amended December 4, 2013, of its Strategic Plan for 2011-2014.

CARRIED

TC-2014-216

It was MOVED by Trustee Hancock and SECONDED by Trustee Crumblehulme,

That the Islands Trust Council request the Financial Planning Committee to use the November 19, 2013 version of its Strategic Plan for 2011-2014 as amended December 4, 2013, for the purposes of finalizing its recommendations regarding the annual budget for 2014-15.

In Favour - 24

Opposed - 2

(Steeves-North Pender; Brent-Saturna)

CARRIED

TC-2014-217

It was MOVED by Trustee Johnston and SECONDED by Trustee Decario,

That the Islands Trust Council request the Executive Committee to make recommendations in March 2014 regarding any further amendments to the Strategic Plan for 2011-2014 that may arise following public input into the 2014-15 budget.

CARRIED

Notice of New Items

TC-2014-218

It was MOVED by Trustee Busheikin and SECONDED by Trustee Graham,

Add as new business 'shellfish aquaculture advocacy report'

CARRIED

TC-2014-219

It was MOVED by Trustee Crumblehulme and SECONDED by Trustee Steeves,

Add as new business item 'facilitation of advocacy for coastal protection'

CARRIED

3.5 Trust Council Plan for Continuous Learning 2011-2014

Provided for information.

3.6 Community Interaction Opportunities at Council Meetings (P. Johnston)

Provided for information and consideration.

Trustees Rudischer and Grams left the meeting.

4. ORGANIZATIONAL/FINANCE

4.1 Director of Administrative Services Report

Provided for information.

4.2 Financial Planning Committee Work Program Report

The top work program priorities for the Financial Planning Committee as of November 2013 were: 1) First Draft of 2014/15 Budget; 2) Complete 2012/13 Year End and Audit; and 3) LTC Expense Policy 4.1.viii.

TC-2014-220

It was MOVED by Trustee Steeves and SECONDED by Trustee Grove,
That the Islands Trust Council approve the Financial Planning Committee Work Program Report.

CARRIED

4.3 September 30, 2013 Quarterly Statement

TC-2014-221

It was MOVED by Trustee Steeves and SECONDED by Trustee Grove,
That the Islands Trust Council approve the September 30, 2013 quarterly financial report as presented.

CARRIED

4.4 Bowen Municipal Tax Requisition Calculation - Decision

At the request of Bowen Island Municipality in their letter dated November 14, 2012 to the Executive Committee, the allocation of expenses included in the municipal pool has been reviewed and management has determined that the current rate of 30% for mapping services has shifted over the years since the initial rate was set and that a 20% allocation is more reflective of the work distribution.

TC-2014-222

It was MOVED by Trustee Steeves and SECONDED by Trustee Grove,
That the Islands Trust Council amend Policy 7.2.vi Municipal Tax Requisition Calculation, Section D.2.2.3.a.i by changing the allocation rate to the Municipal Pool for mapping services from 30% to 20%.

CARRIED

4.5 Financial Forecast to March 31, 2014 – Briefing

Provided for information.

5. TRUST AREA SERVICES

5.1 Director of Trust Area Services Report

Provided for information.

5.2 Trust Fund Board Report

Trustee Tony Law, Chair of the Trust Fund Board, highlighted the Board's accomplishments as of August 2013 in the areas of Strategic Planning/Administration, Covenant and Property Acquisition, Property and Covenant Management, Communications and Fundraising. A written report was provided for information.

5.3 Natural Area Protection Tax Exemption Program Certificate Completion Extension – HO-NAP-2011.3

TC-2014-223

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

That the Islands Trust Council extend the timeline for issuing the Natural Area Protection Tax Exemption Certificate for NAPTEP application HO-NAP-2011.3 (Hornby Island) for until December 2014.

CARRIED

5.4 Trust Programs Committee Work Program Report

The top work program priorities for the Trust Programs Committee as of November 2013 were:

1) Create Linkages to Share Economic Sustainability Models; 2) BC Ferries Advocacy Program; and 3) Encourage Understanding and Voluntary Stewardship of Water Resources.

TC-2014-224

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

That the Islands Trust Council approve the Trust Area Services Work Program Report.

CARRIED

5.5 Trust Council Participation in National Energy Board Hearings re: Kinder Morgan Pipeline Expansion

In June 2012, the Islands Trust Council voted to oppose (in principle) oil pipeline projects that lead to the expansion of oil export by barge and tanker from Canada's west coast due to concern about the risk of oil spills that could irrevocably damage coastal environments, economies, and communities. Expansion of the Trans Mountain pipeline, as proposed by Kinder Morgan, is expected to significantly increase the amount of oil shipped by tanker through the Trust Area. Once Kinder Morgan files its pipeline expansion application (expected December 2013), the National Energy Board (NEB) will announce details of the hearing process. If it wishes to participate in the process, the Islands Trust Council may need to decide quickly. If passed, this resolution would assist Trust Council to assess the level of involvement it wants in the up-coming NEB hearings about the proposed Trans Mountain pipeline.

TC-2014-225

It was MOVED by Trustee Hancock and SECONDED by Trustee Graham,

That the Islands Trust Council direct staff to further examine the financial and staff resources necessary to participate in the National Energy Board hearing process into the Trans Mountain Pipeline Expansion Project and provide advice in a Resolution Without Meeting (RWM) for Council to consider early in 2014.

CARRIED

5.6 Islands Trust Advocacy to Protect BC's Agricultural Land Reserve

The provincial Cabinet is undertaking a 'core review' of many different provincial operations and bodies, including the operations of the Agricultural Land Reserve (ALR). The Islands Trust Policy Statement and Advocacy Policy empowers the Executive Committee and staff to monitor the situation and bring any advocacy opportunities to Trust Council if there is a threat to local farmland in the Islands Trust Area.

TC-2014-226

It was MOVED by Trustee Johnston and SECONDED by Trustee Crumblehulme,
That the Islands Trust Council request the Chair to write to provincial representatives to express concern over possible weakening of the British Columbia Agricultural Land Reserve, and asks the Executive Committee to strongly represent the Islands Trust Object in provincial consultations on this issue.

In Favour – 23
Opposed – 1
(Busheikin-Denman)
CARRIED

CLOSED SESSION

TC-2014-227

It was MOVED by Trustee Graham and SECONDED by Trustee French,
That the Islands Trust Council meeting be closed to the public subject to Sections 90(1) (c),(g) and (i) of the Community Charter in order to consider matters related to: labour relations and other employee relations, litigation affecting the Islands Trust, and receipt of advice that is subject to solicitor-client privilege; CAO Linda Adams be invited to attend the entire meeting, and staff be invited to attend Parts 2, 3 and 4 of the meeting.

CARRIED

The meeting closed to the public at 4:55 pm. and reopened at 5:25pm.

THURSDAY, DECEMBER 5, 2014

The meeting reconvened at 8:35 am.

Twenty-five trustees were in attendance. Trustees absent: Gisele Rudischer – Gabriola.

Decision and Information Items - continued

6. SUMMARY/UPDATES

6.1 Trustee Updates

6.1.1 BC Ferries

Trustee Tony Law, Chair of the Ferry Advisory Council and various trustees gave verbal updates on Ferry Advisory Council Trustee Tony Law provided a verbal update on the activities of the Ferry Advisory Council in regards to BC Ferries.

Many trustees reported on the high level of anxiety from community members and concern about the lack of consultation with the public about the Province's recent announcement on plans for changes to BC Ferries, including proposing service reduction on many routes within the Trust Area.

TC-2014-228

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

That the Islands Trust Council request the Chair to provide a submission to the BC Coastal Ferries Community Engagement expressing Council's deep concern about the process by which ferry service reductions are being implemented, including:

- Service cuts being imposed on top of fare increases above the rate of inflation that are expected to generate an additional \$190 million this performance term;
- Elimination of sailings that are crucial to ferry users' employment, education and other core activities;
- Absence of any analysis of socio-economic impacts of service reductions;
- Lack of effective consultation with affected communities and of any consultation with local governments;
- Inadequate provision of sufficient information, time and resources to identify alternative options; and
- Abandonment of the previous contractual requirement for BC Ferries to provide appropriate advance notice of schedules.

Suggestion to table in order to compose an amendment.

TC-2014-229

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

To table the motion.

CARRIED

6.1.2 First Nations

Various trustees provided updates regarding first nation issues in their respective trust areas.

6.1.3 Gulf Islands National Park Reserve Advisory Committee

Trustee Pam Janszen provided a verbal update in her role as a member of the Gulf Islands National Park Reserve Advisory Committee.

6.1.4 Select Committee on Trust Council Input into Future CAO Appointments

Committee Chair Peter Grove provided a verbal update on the recent meeting of the Committee. Staff was requested to distribute minutes to all trustees for their information.

6.2 Priorities Chart

By General Consent, the Islands Trust Council approved the Priorities Chart, as presented. The Islands Trust Priorities Chart highlights the current top priorities of Trust Council and its Committees, the Trust Fund Board and Local Trust Committees.

6.3 2014 Meeting Schedule**TC-2014-230**

It was MOVED by Trustee Crumblehulme and SECONDED by Trustee Luckham,
That the Islands Trust Council approve the 2014 Meeting Schedule, dated November 22, 2013.

CARRIED

6.4 Proposed March 2014 Trust Council Agenda Program – Information

A proposed schedule for the March 2014 Trust Council meeting on Hornby Island was provided for information.

6.5 Disposition of Delegations and Town Hall Requests – General Consent

By General Consent, the Islands Trust Council requested the Chair to write to the delegation participants and to thank them for their submissions.

7. NEW BUSINESS

7.1 Roberts Banks Terminal

TC-2014-231

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

That the Islands Trust Council request the Chair to write to the Canadian Environmental Assessment Agency (CEAA) requesting that Port Metro Vancouver be required to study how the increased marine traffic that would result from the Roberts Bank Terminal 2 project would impact the ecosystems, species, and communities of the Salish Sea, including an oil spill risk assessment.

December 8, 2013 is the last day for comment submissions on the CEAA's draft assessment guidelines.

CARRIED

6.1 BC Ferries Update – continued

TC-2014-232

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

To untable the motion:

That the Islands Trust Council request the Chair to provide a submission to the BC Coastal Ferries Community Engagement expressing Council's deep concern about the process by which ferry service reductions are being implemented, including:

- Service cuts being imposed on top of fare increases above the rate of inflation that are expected to generate an additional \$190 million this performance term;
- Elimination of sailings that are crucial to ferry users' employment, education and other core activities;
- Absence of any analysis of socio-economic impacts of service reductions;
- Lack of effective consultation with affected communities and of any consultation with local governments;
- Inadequate provision of sufficient information, time and resources to identify alternative options; and
- Abandonment of the previous contractual requirement for BC Ferries to provide appropriate advance notice of schedules.

And amend the motion by adding the following bullet:

- Lack of due regard for principles articulated in the Coastal Ferry Service contract, which states that “the coastal ferry service is integral to economic growth and development” and the *Coastal Ferry Act* which provides for considering the interests of ferry users.

On the amendment

CARRIED

Final motion as amended:

That the Islands Trust Council request the Chair to provide a submission to the BC Coastal Ferries Community Engagement expressing Council's deep concern about the process by which ferry service reductions are being implemented, including:

- Service cuts being imposed on top of fare increases above the rate of inflation that are expected to generate an additional \$190 million this performance term;
- Elimination of sailings that are crucial to ferry users' employment, education and other core activities;
- Absence of any analysis of socio-economic impacts of service reductions;
- Lack of effective consultation with affected communities and of any consultation with local governments;
- Inadequate provision of sufficient information, time and resources to identify alternative options;
- Abandonment of the previous contractual requirement for BC Ferries to provide appropriate advance notice of schedules; and
- Lack of due regard for principles articulated in the Coastal Ferry Service contract, which states that “the coastal ferry service is integral to economic growth and development” and in the *Coastal Ferry Act* which provides for considering the interests of ferry users.

CARRIED

7.2 BC Ferries Injunction

Trustees considered correspondence from Dyan Dunsmoor-Farley of Gabriola Island, which suggested that the Islands Trust Council should seek a court injunction to stop BC Ferries from making service cuts to coastal ferry routes. Staff noted that in general, a successful application for an injunction would require evidence that a law was being broken and evidence that the Islands Trust Council was so significantly affected by such law-breaking that it would have legal standing in a court action. Trustees noted that consideration of preliminary legal advice indicated that such action was not feasible, but that other advocacy opportunities were being pursued.

7.3 Aquaculture Issues

TC-2014-233

It was **MOVED** by Trustee Busheikin and **SECONDED** by Trustee Graham, That the Executive Committee consider making “shellfish aquaculture issues” a top priority for advocacy.

CARRIED

7.4 Facilitation of Advocacy for Coastal Protection

TC-2014-234

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

That Islands Trust Council direct the Executive Committee to study and make recommendations to Council regarding the costs and resources necessary to create an advocacy campaign for the marine and coastal protection of the Salish Sea, and that all related advocacy issues such as aquaculture, oil tanker traffic, coal transport and climate change be included in this examination and that the Executive Committee use this opportunity to rationalize and focus the advocacy work of the Trust Council as it pertains to the marine and coastal environmental protection.

In Favour – 19

Opposed – 6

(Allen-Hornby; Law-Hornby; Johnston-Lasqueti; Morrison-Lasqueti; Dodds-Mayne; French-Thetis)

CARRIED

Trustees Steeves, Duntz and Stone left the meeting.

BYLAW ENFORCEMENT BEST PRACTICES

Staff presented an overview of how local trust committees are served by the bylaw enforcement office including communication and policy development, how the Bylaw Enforcement Notification System works and answered questions from trustees.

8. ADJOURNMENT

By General Consent, the meeting adjourned at 11:25 am.

Next meeting: March 4-6, 2013, Victoria, BC.

Sheila Malcolmson, Chair, Islands Trust Council

Marie Smith, Executive Coordinator & Recorder

Islands Trust Council Follow up Action List

Updated: Feb 19/14

Codes

TC	Trust Council	TFB	Trust Fund Board
EC	Executive Committee	LTC	Local Trust Committees
FPC	Financial Planning Committee	LPS	Local Planning Services Unit
TPC	Trust Programs Committee	()	Staff Member Lead for Action Required
LPC	Local Planning Committee	LA–Linda Adams; LG–Lisa Gordon; DM–David Marlor; CS–Cindy Shelest; CF–Clare Frater; KN–Kris Nicholls; MS–Marie Smith; JE–Jennifer Eliason; CT–Carmen Thiel; JC – Jas Chonk	

MEETING/Item	Action By/To	Target/Status
* Next TC Agenda ▲ to Bowen Island Municipality		
Previous Meetings		
Riparian Areas Regulation (June 2010)		
* Status report to Council until completed	LPC (DM) to TC	Ongoing
Food Security (Sept 2010)		
Review food security topics in existing protocols and in protocol devt process (LA)		2014
NAPTEP Certificates - Issue subject to survey, covenant and baseline report (LG/JE)		
- SS-NAP 2012.1		Pending
- HO-NAP 2011.3		Pending
- SS-NAP 2013.1		Pending
Integrated Watershed and Shoreline Mapping (June 2012)		
* Develop and implement strategy to integrate maps into TAPIS & operations	LPC (DM) to TC	June
Integrated Shoreline/Watershed Protection Approach (June 2012)		
* Final report to Council	LPC (DM) to TC	(on agenda)
Development Approval Information Bylaw (March 2013)		
* Prepare draft amendments to Policy 2.1.viii	LPC (DM/KN) to TC	2014
Legislative Monitoring Chart (June 2013)		
Place on EC agenda for discussion re communications/circulation	EC (LG/MS)	2014
December 2013 Meeting		
2014/15 Budget		
Place Council resolutions re draft budget on FPC agenda	CS	Done
LTC Correspondence Policy		
Replace existing policy with new one in manuals and on-line	CT (JC)	Done
Strategic Plan		
Amend Strategic Plan and post to website	LA	Done
Put Strategic Plan on next FPC agenda	CS	Done
Policy 7.2.vi – Municipal Tax Requisition		
Circulate and post amended policy	CS (JC)	Done
Proposed amendments to Protocol Agreement	LA/CS	Done
NAPTEP Certificate HO-NAP-2011.3		
Advise applicant of decision	LG(JE)	Done

National Energy Board – Trans Mountain hearings		
Prepare RFD re participation in NEB hearings	LG(CF)	Done
Advocacy re Agricultural Land Reserve		
Draft Chair correspondence	LG(CF)	Done
Advocacy re BC Ferries		
Draft Chair correspondence	LG(CF)	Done
Select Committee on Council input to CAO Appointment Process		
Circulate draft minutes of Nov 12/13 meeting	LA	Done
Advocacy re Roberts Bank		
Draft Chair correspondence	LG(CF)	Done
Advocacy re shellfish aquaculture		
Reflect priority in EC work program materials	LG(CF)	March
Advocacy strategy re marine and coastal issues		
Develop recommendations re resources/costs re marine and coastal protection	LG(CF) to TC	2014
<u>Follow-up Letters</u>		
Acknowledge Delegates and Guests	(LG)	Done
<u>Next Trust Council</u>		
Sept 2013 Council minutes to website	(MS)	Done
Follow Up Action List to Trustees and staff	(MS)	Done
Dec 2013 Council meeting decision highlights to website	EC(MS)	Done
News Release and Agenda for Mar 2014 Council meeting	EC(MS)	Done
Invitations – Area MLA, Regional Director, former trustees	(MS)	Done
Post notice on community bulletin boards (on island of meeting only)	(MS)	Done
Agenda Package - Review/Distribution to Trustees	EC(MS)	Done

DIRECTOR OF LOCAL PLANNING SERVICES 2013-2014 FIRST QUARTER REPORT

Date: February 2014

ACTIVITIES COMPLETED SINCE LAST REPORT	NEXT QUARTER ACTIVITIES
1. Islands Trust Executive Committee (and Islands Trust Council):	
1. Finalised amendments to bylaw enforcement reports 2. Attended and reported to Executive Committee meetings 3. Attended December Trust Council	1. Attended and reported to Executive Committee meetings 2. Monitor and update Executive Committee Work Program 3. Attend March Trust Council
2. Local Planning Committee:	
1. Developed incentives, and pilot project for Green Shores for Homes in collaboration with Thetis LTC 2. Develop project charter for Green Shores for Homes pilot 3. Green Shores for Homes – continued to sit on project steering committee. 4. Completed the "Groundwater Quality and Quantity Tool Kit"	1. Continue to develop incentives, and pilot project for Green Shores for Homes in collaboration with Thetis LTC 2. Begin work on renewable energy technologies – micro-hydro on the work program – project charter to be developed once planner resources available. 3. Green Shores for Homes – continue to sit on project steering committee. Canvass LTCs for interest in piloting Green Shores for Homes.
3. Management of the Local Planning Services (LPS) Unit:	
1. Monthly meetings with Regional Planning Managers (RPMs) and Coordinators 2. Worked with RPMs and Director of Administrative Services to manage LPS work program budgets. 3. Filled vacant positions in Salt Spring Office 4. Worked with regional planning managers to begin implementation of new job profiles for the Legislative Clerk, Planning Team Assistant and Office Administrative Assistant positions. 5. Provided support to RPMs and coordinators as necessary 6. Professional development day to be held in February 2014 – Bowen Island Planner invited and other Islands trust staff as required – focus on project charters, and farm bylaws. 7. Undertook performance plans for LPS direct reports and signed off on performance plans for LPS staff.	1. Monthly meetings with Regional Planning Managers (RPMs) and Coordinators 2. Work with RPMs and Director of Administrative Services to manage LPS work program budgets 3. Work with RPMs to complete LTC work programs budgeted for 2013/14 fiscal year. 4. Work with regional planning managers to continue implementation of administrative services new job profiles 5. Provide support to RPMs and coordinators as necessary 6. Professional development day Scheduled for February 2014 – Bowen Island Planner invited and other Islands trust staff depending on agenda. 7. Transition Grants Administrator position into local planning services. 8. Complete performance plan reviews for all LPS staff.
4. Planning support to Local Trust Committees:	
1. Continued to work with RPMs on providing planning services to local trust committees with a focus on completing projects by the end of the term 2. Worked with RPMs to continue to review and improve service delivery and resource allocation 3. Worked with directors to provide support to regional offices and to Island Planners	1. Continue to work with RPMs on providing planning services to local trust committees with a focus on completing projects by the end of the term 2. Work with RPMs to continue to review and improve service delivery and resource allocation 3. Work with directors to provide support to regional offices and to Island Planners
Comprehensive Community Planning Initiatives::	
1. Worked with San Juan County, City of Seattle, Pacific Climate Action Consortium and Green Shores on Islands Trust Green Shores for Homes Project 2. Worked with Trust Area Services on improving communications 3. Worked with regional planning managers to bring official community plans and land use bylaws into compliance with the Riparian Areas Regulation	1. Continue to work with San Juan County, City of Seattle, Pacific Climate Action Consortium and Green Shores on Islands Trust Green Shores for Homes Project 2. Continue to worked with Trust Area Services on improving communications 3. Continue to work with regional planning managers to bring official community plans and land use bylaws into compliance with the Riparian Areas Regulation

ACTIVITIES COMPLETED SINCE LAST REPORT	NEXT QUARTER ACTIVITIES
4. Worked with regional planning managers to support a variety of local trust committee projects.	4. Work with regional planning managers to support a variety of local trust committee projects.
Processing of Applications for Land Use Changes:	
1. On-going work with RPMs and Legislative Services Manager to develop consistent approaches in regional offices 2. Working to implement eScribe within Local Planning Services 3. On-going work with regional planning managers to continue to review and improve service delivery and resource allocation 4. Implementation of LPS procedures for use of new website in collaboration with Trust Area Services	1. Continuing to work with RPMs and Legislative Services Manager to develop consistent approaches in regional offices 2. Continue to work to implement eScribe into Local Planning Services with aim to have fully functional by November 2014. 3. On-going work with regional planning managers to continue to review and improve service delivery and resource allocation 4. Improve operations of Bylaw Enforcement office with a focus on file management and communications
Support for the Chief Administrative Officer, and liaising with other Directors:	
1. Participated in management meetings, Executive Committee meetings and other meetings as determined. 2. Continued working with Trust Area Services and Administrative Services to develop standards for cooperative tasks 3. Continued with collaboration training and look at ways to implement in organisation 4. Supported and collaborated with Director of Administrative Services on development of budget recommendations for FPC	1. Participate in management meetings, Executive Committee meetings and other meetings as determined. 2. Continue working with Trust Area Services and Administrative Services to develop standards for cooperative tasks 3. Continue with collaboration training and look at ways to implement in organisation

David Marlor, MCIP
Director of Local Planning Services

LOCAL PLANNING COMMITTEE REPORT

To: Islands Trust Council

Date: February 18, 2014

WORK PROGRAM

1. **Renewable Energy Technologies in the Trust Area (Strategic Plan 1.6)**

Current - Model policy and regulatory wording to address micro-hydro projects.

Planned – Model policy and regulatory wording to address domestic tidal power, and small-scale hot water and small-scale solar voltaic power..

2. **Green Shores for Homes (Strategic Plan 2.1)**

Current – Develop a Pilot program in collaboration with the Thetis Island Local Trust Committee. Incentives to be determined.

Planned – Expand pilot program

3. **Development Approval Information - Model Bylaw**

Current – Develop revised model bylaw to attached to Policy 2.1.viii.

Planned – to be determined

ON-GOING ITEMS

LETTER OF AGREEMENT WITH THE MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE – including discussion around access to water - Staff working with the MOTI to address the Letter of Agreement; next meeting planned for Spring 2014. LPC is monitoring progress.

OCP/LUB PROGRAM STATUS – LPC is monitoring progress and funding availability.

DOMESTIC WIND POWER – Update report as required.

PROTECTION OF SPECIES AND ECOSYSTEMS – Staff to draft report and report back to LPC

David Marlor
Designate Staff

Louise Decario
Chair



REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 4-6, 2014

From: Kris Nichols, Island Planner

Date: February 20, 2014

SUBJECT: GROUNDWATER QUALITY AND QUANTITY TOOLKIT

RECOMMENDATION:

That the Islands Trust Council request staff to finalize the formatting and circulate the *Gulf Islands Groundwater Protection – A Regulatory Toolkit*, to all local trust committees and planning staff and Bowen Island Municipality so that they are aware of some of the options available for the protection of groundwater.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Council has identified the 'protection of the quality and quantity of water resources as an objective of its Strategic Plan for 2011. To this end, the Local Planning Committee was asked to develop a toolkit for use by local trust committees and Bowen Island Municipality that illustrates options for using planning tools to protect water quality and quantity. Development of a regulatory toolkit for groundwater protection has been now been completed by the Local Planning Committee. Provided Trust Council endorses the toolkit, it will be formatted, circulated as proposed and then posted to the Islands Trust website.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Circulation of the toolkit has minimal organizational implications. Adoption of bylaws to accommodate the regulatory tools suggested in the toolkit or the encouragement of options to reduce groundwater consumption through education and stewardship would assist the island communities in maintaining a viable source of groundwater for residential use and environmental habitat considerations.

FINANCIAL: Circulation of the toolkit has no financial implications. Staff time would be required to develop and implement bylaws or amend existing bylaws to accommodate regulatory bylaws or to establish education and stewardship procedures in the community.

POLICY: The circulation of the toolkit has no policy implications.

IMPLEMENTATION/COMMUNICATIONS:

Should Trust Council resolve to forward the Groundwater Quality and Quantity Toolkit to local trust committees and Bowen Island Municipality, staff will format the document to be consistent with other Islands Trust publications, prior to circulation and website posting.

BACKGROUND

Description of Issue:

Groundwater extraction in British Columbia is not regulated and local government's ability to control its use is limited. The purpose of the attached toolkit is to be used as a toolkit that uses planning tools to protect water quality and quantity. In addition, it contains a model development permit area bylaw and development approval information area provisions to address water conservation. The intent being that this toolkit will be of value to all Islands in safeguarding their water supplies now and into the future.

Development pressures are increasing on the Islands. This pressure raises the concern over water supply and the need for adequate quantity and quality of freshwater. There is an ever increasing need to balance the water supply requirements for area growth against future sustainability and environmental needs. The issue of water quality and quantity is a long standing issue on the Gulf Islands. local trust committees have approached the issue differently from no action to the development of development permit area guidelines and specific water conservation bylaws or subdivision servicing regulations.

The Trust Programs Committee is addressing the need to educate islands about sustainable water practices that are non-regulatory in nature. This has been done in coordination with Local Planning Committee staff to eliminate duplication and ensure that the right information is made available to all islanders. The intent is that the toolkit, being more regulatory in nature, will complement the non-regulatory sustainable water practices that the communities should be encouraged to use and can be seen as easier to implement being voluntary in nature.

The information provided in this toolkit came from a variety of available sources given the extent that similar bylaws or toolkits have been developed in the Province. One of the major sources of information that is commonly referred to by many is the *Groundwater Bylaws Toolkit*. (<http://www.toolkit.bc.ca/resource/groundwater-bylaws-toolkit>)

Local Planning Committee Background:

Local Planning Committee has as its number 1 priority on its Work Program and Item 3.3 on the Strategic Plan the development of a water quality and quantity toolkit. At the last Committee meeting a briefing report was reviewed outlining the draft Water Quality and Quantity Toolkit and Model Bylaws. The Committee reviewed the toolkit and requested that some amendments be made for its next meeting.

The recommended amendments have been incorporated in the most recent version of the toolkit. The paper provides a variety of options available to the local trust committees, planners and the community to work toward a greater responsibility for protecting and enhancing groundwater quality and quantity.

The intent is that the toolkit will be sent out to all local trust committees and regional planning managers as information to use as a resource in their communities. It will also be placed on the Islands Trust website along with the Trust Programs Committee information regarding non-regulatory ways to improve groundwater quality and quantity through sustainable water practices.

REPORT/DOCUMENT:

1. Gulf Islands Groundwater Protection – A Regulatory Toolkit

PROJECT DISCUSSION:

The toolkit is based on a land use regulatory framework to assist local trust committees and Bowen Municipality in protecting groundwater quality and quantity through land use decisions.

The model DPA bylaw and DAI provisions provide sample wording that could be used, but tailored to the Island's specific needs.

The Islands Trust and their local trust committees have an important role to play in groundwater protection. It controls long-range development (Official Community Plans), land use planning, zoning, development permit areas, bylaw enforcement, and subdivision servicing bylaws. The Regional Districts and the Ministry of Transportation and Infrastructure (MoTI) have jurisdiction for water utilities and subdivision approvals, respectively. Island Health (formerly VIHA) has jurisdiction, through registered installers, for the approval of septic fields. .

The Islands Trust's decisions about how and where land is developed impacts groundwater quality and quantity. Therefore, the Island communities expect that the Islands Trust will manage land development to protect both water quality and quantity of groundwater. Often local government policy on groundwater is often unmanaged and unmeasured. With improved information, the Islands Trust can improve its impact on water quality and quantity. Islands Trust communities have very few alternatives sources of water than what they are currently using. Groundwater protection should be an overarching priority informing all land use decisions considered on all islands and a constant consideration for all islanders.

The major limiting factor with addressing groundwater is that no one knows the amount that an aquifer holds. There is a clear understanding that rainwater is what supplies the aquifers and that each island is responsible for its groundwater and in that respect it is limited and land use practices can and will impact quality and quantity of groundwater. What we generally know about groundwater is based on observations of well logs which provide a snapshot in time, springs or in some instances Ministry of Environment monitored wells.

Islands Trust staff have mapping of the intrinsic vulnerability of island aquifers, but that only gives us information as to the likelihood of contamination which is relevant, but does not indicate the limitations of quantity. This would only be available through extensive studies conducted on each island. What we do know is that the Islands peak water demand (i.e. summer) coincides with dwindling water supplies. It is more of a storage problem than a supply problem on the islands. Maintaining (or increasing) vegetation cover, utilizing infiltration pits rather than enabling water to flow to streams, encouraging cisterns for rainwater catchment are all ways to increase storage.

In addition to land use controls, there are several water conservation practices (e.g. low flow toilets, showers, rainwater collection, etc.) for residential home owners that should be encouraged to promote the sustainable use of water. Many islanders do practice water conservation already, but there are others that should be encouraged. There are also alternatives to landscaping and making land more permeable rather than hard surfaces to increase the amount of water infiltration. Much of what will make the difference in conserving water will not necessarily come from regulations, but from the community and its water use practices. The Islands Trust has developed an excellent source of resource materials for island residents to conserve water: <http://www.islandstrust.bc.ca/trust-council/projects/water-resource-information-for-islanders.aspx>

KEY ISSUES:

Groundwater is of significance to all Gulf Islands. This is not only for residential or commercial purposes but for the maintenance of water dependent habitats and ecosystems and for surface water. In order to address the sustainability of groundwater it is easier for islanders to be proactive than to search for alternative sources of water in the future.

The toolkit addresses primarily the regulatory framework that could be implemented by the local trust committees and Bowen Municipality and staff to implement changes to how groundwater quality and quantity is enhanced. However, much of what will make the difference in conserving water will not necessarily come from regulations, but from the community and its sustainable water use practices.

In terms of the regulatory approach there are a number of possibilities that could be used such as through:

- Official Community Plan (OCP) policy development
- Land Use Bylaw amendments
- The establishment of Development Permit Areas
- The establishment of Development Approval Information Bylaws
- Revising Subdivision Servicing Bylaws

RELEVANT POLICY:

Trust Council Strategic Plan 2011-2014

Within one of the 4 main focus areas of the Strategic Plan, Goal B, is focused on water:

Using land use planning tools and decisions to protect the quality and quantity of water resources.

It also contains two strategies to protect water quantity and quality which are:

3.2 Advocate for provincial *Water Act* reform. See link for the status of this project:
<http://www.islandstrust.bc.ca/trust-council/advocacy/groundwater-regulation-advocacy.aspx>

3.3 Use land use planning tools and decisions to protect water quality and quantity.

Islands Trust Policy Statement

The protection of fresh and ground water sources is mentioned throughout the Policy Statement as follows:

Commitments of Trust Council:

3.1 Ecosystems

3.1.1 - planning must account for the cumulative effects of existing and proposed development to avoid detrimental effects on watersheds, groundwater supplies and Trust Area species and habitats.

3.3 Freshwater and Wetland Ecosystems and Riparian Zones

3.3.1 - the freshwater wetlands, bodies of surface water, natural drainage patterns, water courses, fish-bearing streams, watershed and groundwater recharge areas of the Trust Area should be identified, protected and, where possible, restored or rehabilitated,

4.4 Freshwater Resources

Commitment of Trust Council

4.4.1 It is Trust Council's policy that islands in the Trust Area should be self-sufficient in regard to their supply of freshwater.

Directive Policies

4.4.2 Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure:

- neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater,
- water quality is maintained, and
- existing, anticipated and seasonal demands for water are considered and allowed for.

4.4.3 Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure water use is not to the detriment of in-stream uses.

Recommendations

- 4.44 Trust Council encourages island property owners, residents and visitors to adopt conservation practices in their use of freshwater.
- 1.4.5 Trust Council encourages the Provincial government to implement property tax incentives for the retention of groundwater and watershed recharge areas and freshwater wetlands.
- 1.4.6 Trust Council encourages the Provincial government to adopt legislation that protects the sustainability and quality of the groundwater of the Trust Area.
- 1.4.7 Trust Council encourages government agencies, corporations, property owners and residents to use innovative technologies that promote efficient use of freshwater resources, including cisterns, alternative sewage disposal systems, reuse of water, the treatment and use of grey water, and the use of water saving devices.

SUMMARY

There is an ever increasing need to balance the water supply requirements for area growth against future sustainability and environmental needs. It is believed that to plan for the future of the Islands is to include the protection of water – groundwater and surface water.

The local trust committees have recognized the significance of protecting the groundwater through a variety of ways. Some islands have addressed water protection through development permit areas such as Salt Spring Island with its Development Permit Area 5 for the protection of Community Well Capture Zones or Galiano Island with its Development Permit Area 4 which addresses the protection Elevated Groundwater Catchment Areas. Some Islands such as Saturna Islands have specific requirements for areas of the island that have gone through studies around their groundwater. On the East Point area of Saturna Island where there is limited water quality and quantity the zoning bylaw requires that the lots contain a cistern for the storage of water. Galiano Island also has a similar bylaw requirement for areas identified as Water Management Areas and the requirement for extra cistern water storage.

In Gabriola's OCP they recognize the importance of groundwater by stating that, "there are known problems with inadequate soil percolation for septic disposal and groundwater supply because of the complex nature of groundwater flow through fractures in the bedrock. " Their OCP also "does not support the further creation of small lot residential areas except as permitted through density averaging provisions of this plan." The OCP also has a number of Water Supply Advocacy Policies that present a number of requests to the Ministry of Health and the Ministry of the Environment.

DESIRED OUTCOME:

It is recommended that the toolkit be circulated to all local trust committees, Bowen Municipality and the Regional Planning Managers as one resource for staff to refer to should their community wish to look at a regulatory framework for the protection of groundwater quality and quantity. It is also strongly recommended that regardless of whether a regulatory approach is taken, the local trust committees, Bowen Municipality and staff should encouraged that more residents undertake non-regulatory water sustainability practices. Staff believe that this is where most of the difference will be made by creating a greater awareness of what residents can do to conserve water use.

RESPONSE OPTIONS

Recommended:

That the Islands Trust Council request staff to finalize the formatting and circulate the *Gulf Islands Groundwater Protection – A Regulatory Toolkit*, to all Local Trust Committees and planning staff and Bowen Island Municipality so that they are aware of some of the options available for the protection of groundwater.

Alternative:

That Trust Council receive the *Gulf Islands Groundwater Protection – A Regulatory Toolkit* as information and take no further action.

Prepared By: Kris Nichols, Island Planner

Reviewed By/Date: David Marlor, Director, Local Planning Services
Local Planning Committee, February 7, 2014
Executive Committee, February 18, 2014



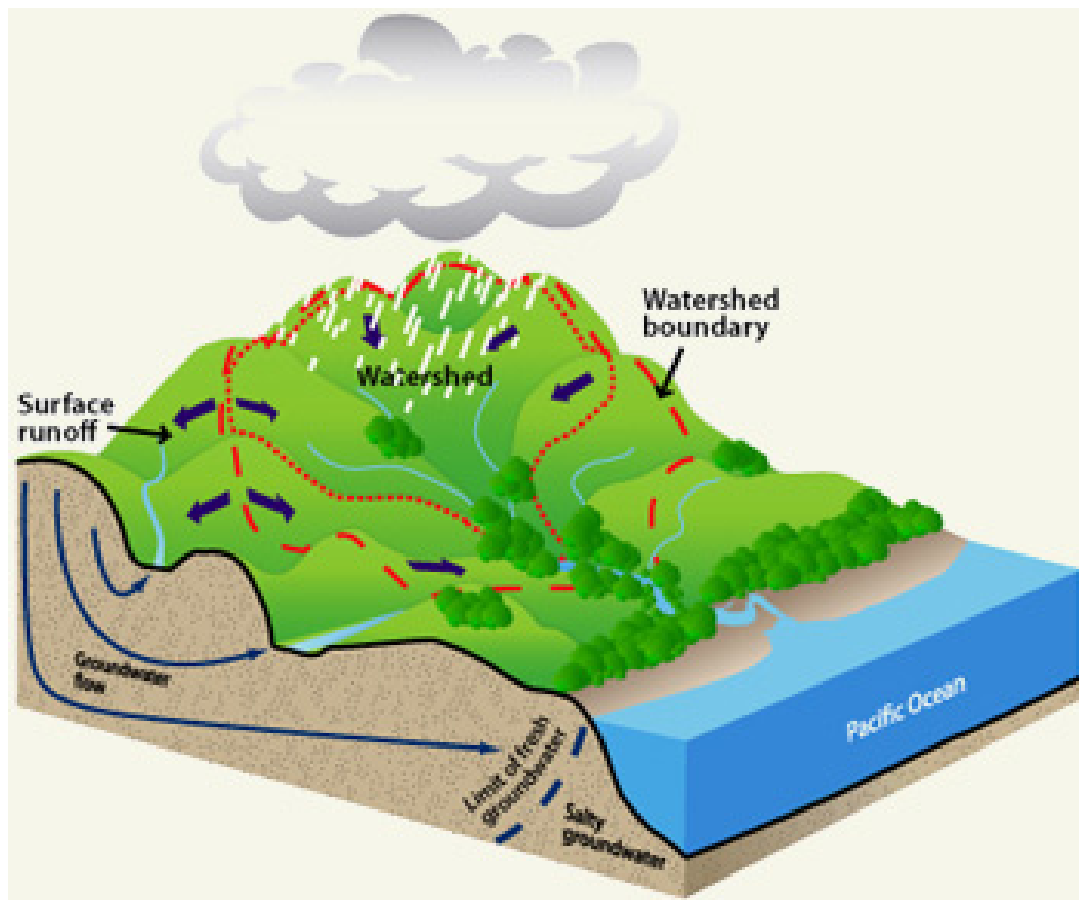
Linda Adams, Chief Administrative Officer



Islands Trust

GULF ISLANDS GROUNDWATER PROTECTION

A Regulatory Toolkit



Kris Nichols, LPC Island Planner

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Introduction

Islanders are taking voluntary actions to steward and conserve water, island organizations educate and manage their water resources, and the Islands Trust has a strong focus on the importance of voluntary actions to protect water quality and quantity. A sample can be viewed here: <http://www.islandstrust.bc.ca/trust-council/projects/water-resource-information-for-islanders.aspx>.

This project discussion paper is only about what regulatory options are available if islanders and trustees want to proceed down the regulatory route; it is not the only route to protect groundwater quality and quantity.

The Islands Trust Local Planning Committee (LPC) has on their work program the development of water quality and quantity toolkit and development of a model bylaw. This report includes a toolkit, a model Development Permit Area (DPA) bylaw and a model Development Approval Information Area (DAI) Provisions that will assist all local trust committees and Bowen Island Municipality in addressing the issue of water conservation.

This report addresses options for the islands to consider in order to safe guard their water supplies now and into the future. The protection of a safe adequate water source will remain a priority for the Islands and will become increasingly important as the Islands continue to develop. Reaching the full potential of water conservation requires comprehensive and long-term strategic planning.

There is an ever increasing need to balance the water supply requirements for area growth against future sustainability and environmental needs. The issue of water quality and quantity has been a long standing issue on the Gulf Islands. Local trust committees and Bowen Island Municipality have approached the issue differently from no action to developing development permit area guidelines and specific water conservation bylaws or subdivision servicing regulations. However, it is believed that to plan for the future of the Islands is to include the protection of water – groundwater and surface water. Groundwater is inextricably linked to the amount of surface water which many island ecosystems and habitats rely on which is another reason why an island's groundwater supply should be protected and sustainably used.

Background

In British Columbia, water is owned by the Crown and not by individual land owners. Surface water is regulated by the *Water Act*. British Columbia is the last jurisdiction in Canada without groundwater legislation or licensing (i.e. protection). The intent of the Province in the near future is to integrate groundwater and surface water allocation. The Province is working to finalize the new *Water Sustainability Act* (see: <http://www.livingwatersmart.ca/water-act/>) which would require all existing and new large groundwater users to apply for and obtain a water licence (e.g. waterworks, community wells, industrial and agricultural users). This proposed legislation will replace the *Water Act*. The proposed legislation would not include individual residential well users, but it would in high risk areas (priority areas) where for instance aquifers are under stress due to over use. To establish the Islands Trust as a priority area would be beneficial, but this cannot be established until the new legislation is in place. This would enable closer evaluation with the province on providing regulation for the protection of aquifers/ground water all islands would benefit from.

An aquifer is the area underground where spaces between gravel, sand, clay, or rock fill with water. Water stored underground is called groundwater. There are different types of aquifers. When water is found in cracks and pores in the rock, we call this a 'bedrock' aquifer. When water is found in the spaces between sand and gravel, we call this a 'sand and gravel', or 'unconsolidated' aquifer.

There are two types of aquifers that exist in the Gulf Islands: sand and gravel layers and fractured bedrock. Fractured bedrock provides the primary source of freshwater for the majority of the island residents. Fractures in the bedrock located below the water table are filled with water and tapped by wells. The density of fractures and proximity to major faults determine the water yield from individual wells.

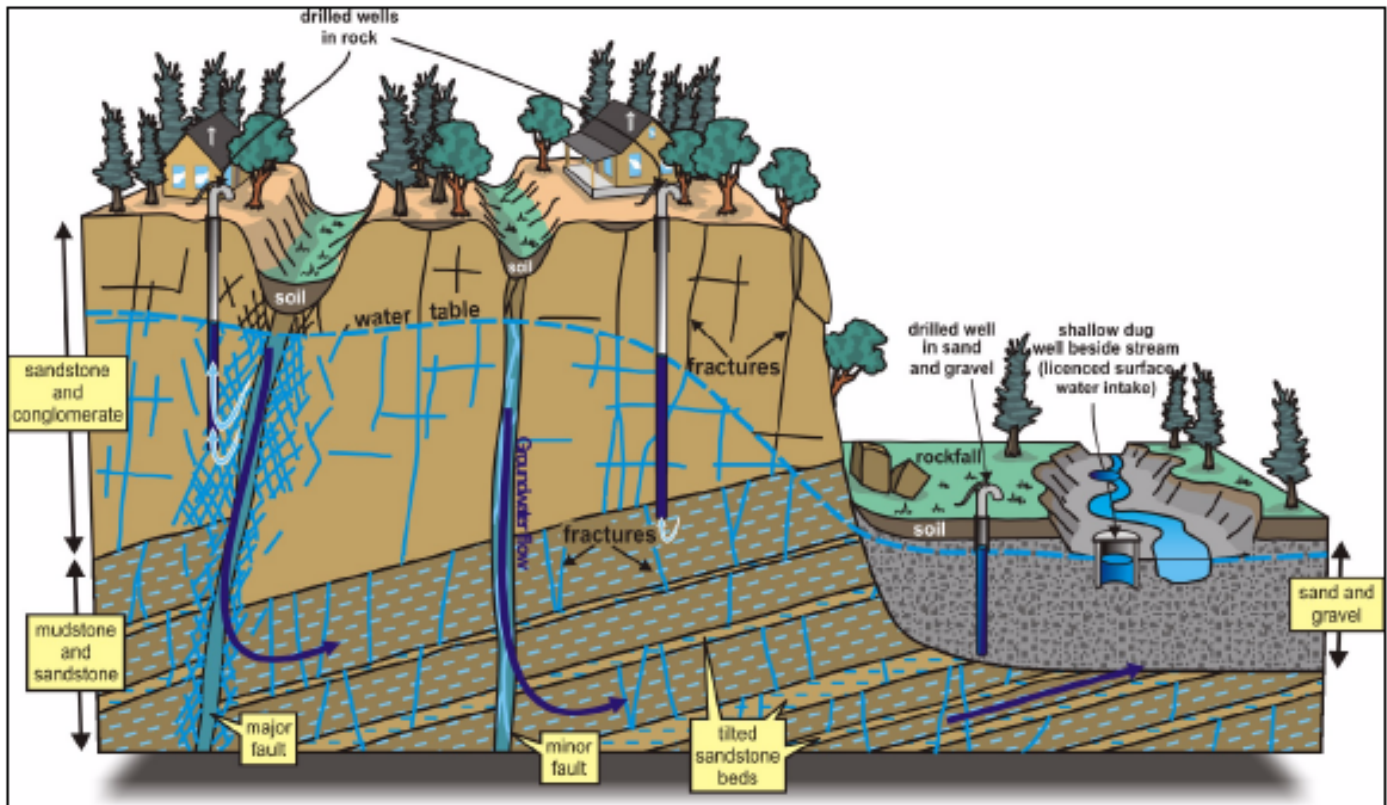


Figure 1. Ground water fills cracks and pores below the water table.

Source: Natural Resources Canada (http://ngwd-bdnes.cits.nrcan.gc.ca/service/api_ngwds:def/en/brief/pr_i03_mj.html)

Development pressures will continue to raise concerns over adequate quantity and quality of water on the Islands. The drinking water in the Gulf Islands comes from a variety of sources – private water systems, improvement districts, regional district water systems, individual wells, surface water all which rely on a safe supply of groundwater from aquifers. There are specialized systems that do not rely on groundwater such as rainwater catchment and desalinization. A few residents rely on bottled/trucked water.

Sustainable practices are required to conserve and protect fresh groundwater sources. There is currently no system to understand the cumulative impacts of individual wells drilled. There are a number of issues that impact the quality and quantity of groundwater such as saline intrusion, land use impacts (i.e. types and amount of uses), well interference, surface contamination, topography, recharge rates, soils, vegetation cover, geology, proximity to the sea, liquid waste (i.e. septic system) and seasonal water shortage. Climate change may also have an impact on groundwater supplies. The protection of existing groundwater supplies is significantly easier

than finding alternative water sources on the islands. Groundwater also plays an important role in maintaining base flows in rivers and streams, which are critical in providing wildlife habitat and maintaining fish spawning areas and wetlands.

The Islands Trust has an important role to play in groundwater protection. It controls long-range development (Official Community Plans) and land use planning, zoning, development permit areas, bylaw enforcement, subdivision servicing bylaws. The Regional Districts and the Ministry of Transportation and Infrastructure (MoTI) have jurisdiction for water utilities and subdivision approvals, respectively. Island Health (formerly VIHA) has jurisdiction, through registered installers, for the approval of septic fields.

In addition to land use controls, there are several water conservation practices (e.g. low flow toilets, showers, rainwater collection, etc.) for residential home owners that should be encouraged to promote the sustainable use of water. Much of what will make the difference will not necessarily come from regulations, but from the community and its water use practices.

The Islands Trust decisions about how and where land is developed impacts groundwater quality and quantity. Therefore, the Island communities expect that the Islands Trust will manage land development to protect both water quality and quantity of groundwater. Often local government policy on groundwater is often unmanaged and unmeasured. With improved information, the Islands Trust can improve its impact on water quality and quantity. Even low density development can impact the rate of groundwater extraction through the use of wells and the ability of water to infiltrate into aquifers with development in recharge areas. Islands Trust communities have very few alternative sources of water than what they are currently using. Groundwater protection should be an overarching priority informing all land use decisions.

What is the Islands Trust Doing Currently?

The Islands Trust has recognized the significance of protecting the groundwater. Some islands have addressed water protection through development permit areas such as Salt Spring Island with its Development Permit Area 5 for the protection of Community Well Capture Zones or Galiano Island with its Development Permit Area 4 which addresses the protection Elevated Groundwater Catchment Areas. Some Islands such as Saturna Islands have specific requirements for areas of the island that have gone through studies around their groundwater.

On the East Point area of Saturna Island where there is limited water quality and quantity the zoning bylaw requires that the lots contain a cistern for the storage of water. Galiano Island also has a similar bylaw requirement for areas identified as Water Management Areas and the requirement for extra cistern water storage.

In Gabriola's OCP they recognize the importance of groundwater by stating that, "there are known problems with inadequate soil percolation for septic disposal and groundwater supply because of the complex nature of groundwater flow through fractures in the bedrock." Their OCP also "does not support the further creation of small lot residential areas except as permitted through density averaging provisions of this plan." The OCP also has a number of Water Supply Advocacy Policies that present a number of requests to the Ministry of Health and the Ministry of the Environment.

What Information is Available to Islands Trust Staff Currently?

Currently, staff have a number of sources of information that are available to them. In-house, staff have access to mapping (TAPIS) which indicates intrinsic vulnerability mapping for aquifers and various ecosystem mapping. The aquifer mapping relates specifically too how vulnerable the aquifer may be to contaminants primarily and therefore is useful for identifying land uses (industrial vs. residential). In general the islands are rural in nature with primarily large lots (> 1 acre) and therefore the vulnerability mapping has limited applicability. Both of these are valuable in determining areas where some groundwater issues may occur. Some islands as indicated previously may have specific development permits areas that can also be shown on TAPIS as well as specific zoning.

Some islands have also done advanced studies beyond what is available from the Islands Trust in general. Some have done studies for specific areas such as Saturna's East Point which was used to prescribe certain bylaw regulations (i.e. cistern requirement). Gabriola being part of the Regional District of Nanaimo has some of the best mapping related to groundwater and aquifers available as a result of programs the RDN has initiated.

There are several other sources of information that are available and can be used in evaluating water quality and quantity. One good source is the provincial well database on the Ministry of Environment's website: http://www.env.gov.bc.ca/wsd/data_searches/wells/. It should be

noted that unless the well is being monitored the information being provide by this well data base is a snapshot in time.

The Trust Area Services (TAS) has posted to the website water resource information for islanders. Staff continues to receive feedback about how to fill any gaps in the existing information for islanders.

See: <http://www.islandstrust.bc.ca/trust-council/projects/water-resource-information-for-islanders.aspx>

Islands Trust Council and the Islands Trust Executive Committee also engage in advocacy on Provincial water legislation.

See: <http://www.islandstrust.bc.ca/trust-council/advocacy/groundwater-regulation-advocacy.aspx>

Local Government Jurisdiction

The Islands Trust role in groundwater sustainability is limited to land use powers to:

- Ensure that rainwater is returned to streams and aquifers;
- Protect headwaters, riparian areas and other vulnerable aquifer recharge areas;
- Prevent groundwater contamination by limiting and regulating potentially polluting uses over aquifers and in groundwater recharge areas through zoning;
- Direct development to appropriate locations where the sufficiency of groundwater for domestic or commercial uses has been thoroughly assessed on a watershed scale before development occurs;
- Regulate storage and application of fertilizers and compost;
- Obtain information about the location of existing and new wells (including geothermal wells) when new development occurs; and
- Develop well protection plans.

The following will outline tools that will present some options in addressing the objectives listed in Table 1. The tools are for the development of Official Community Plans (OCP), Land Use Bylaws (LUB), Development Permit Areas (DPA), Development Approval Information (DAI) Bylaws and water conservation tools.

Official Community Plan

(*Local Government Act*, Part 26, Division 2)

Purpose: to establish a vision and policies for community development.

- Guides how and where new development occurs
- Directs LTCs and staff to undertake groundwater protection measures
- Raise awareness within a community of groundwater issues and areas of concern
- Establishes and contains the guidelines for development permit areas.

To ensure that policies and land use designations are most effective they should be based on data collection and mapping of recharge areas, local aquifers and areas of limited or critical supply. OCPs can contain explicit policies for groundwater protection.

OCPs can contain policies on groundwater sustainability that will set the foundation for other bylaws (i.e. zoning) to contain specific and enforceable standards. OCPs can also establish policies around groundwater protection that can influence how development applications are reviewed/evaluated, for instance requirements placed on subdivisions.

Some examples of effective OCP policy areas for aquifer and groundwater protection:

- Protect aquifers by establishing development permit areas that require buffer zones and site specific attention through permitting prior to development.
- Designate aquifer protection zone(s) and development permit areas for which studies may be required.
- Commit the Local government to an integrated water management planning approach that will coordinate action on the community water supply, rainwater management, green infrastructure and government regulations (e.g. RAR)
- Specify site design that maintains natural hydrologic cycles, including performance based measures such as managing rain water on site and not net increase in post development flows.
- Encourage cluster development that minimizes impervious surfaces and other impacts across the landscape.
- Direct LTCs to encourage communities to practice water conservation and protection.

It is important that OCPs are interpreted such that policy has an impact and considered in all land use decisions. The policies in the OCP are in many instances only as good as the subsequent bylaws.

Land Use Bylaw

(*Local Government Act*, Part 26, Division 7)

Purpose: to regulate what, and where and how much of, activities may occur on specific parcels of land.

- Regulates use and density of property to direct development away from groundwater-limited or aquifer recharge areas
- Can limit lots sizes to reduce density in groundwater scarce areas
- Can prohibit potentially polluting uses in areas where aquifers must be protected.
- Sets standards on aspects of development that will have an impact on the water resources on the site or in an area (e.g. setbacks from riparian areas)
- Can encourage groundwater sensitive development by clustering development through rezoning and possibly utilizing density bonus provisions.
- Can leverage habitat protection or water-efficient amenities when rezoning.

Zoning permits local trust committees and Bowen Island Municipality to regulate the use and density and development standards (e.g. height, setbacks) through creating specific zones. Zoning for aquifer/groundwater protection would direct specific developments away from groundwater sensitive or aquifer recharge areas or prohibiting potential contaminating uses.

For instance, zoning can protect groundwater by keeping rural aquifer areas as rural zoning with low density and low risk uses. Zoning can regulate development by:

- Directing development to appropriate locations;
- Requiring development to be setback from riparian areas;
- Limiting the total impermeable site coverage;
- Establishing appropriate lot sizes;
- Limiting density;
- Requiring appropriate drainage; and
- Prohibiting potentially polluting uses in areas where aquifers must be protected.

Local trust committees and Bowen Island Municipality should review the zoning in areas that are important for aquifer protection and adjacent to riparian areas to ensure that no polluting land uses are permitted. In those areas that require aquifer/groundwater protection a form of aquifer zoning is recommended. The aquifer zoning should apply to aquifer recharge areas, well capture zone areas and watersheds, particularly those that are relied upon for potable water. This zoning could have particular characteristics for:

- Maintaining large lots
- Increased setbacks from watercourses
- Lessened lot coverage requirements to encourage clustering of development and lessening road construction
- Amount of impervious lot coverage

Impermeable Site Coverage

It is not uncommon for zoning bylaws to address the total impermeable site coverage in a zone. This limits the amount of runoff generated. To exceed this site coverage, a development variance permit would be required.

New zoning bylaws increasingly contrast between “actual” and “effective” impermeability of a site.

Actual impermeability means the amount of the site covered by surfaces through which water will not infiltrate. This is what is generally addressed in many zoning bylaws.

Effective impermeability relates to how much of the total rainfall on a site is infiltrated into the ground. This can be enhanced through stormwater retention, bio-filtration and ensuring that drainage occurs onsite.

For example where some sites may have 60% actual impervious meaning that water does not penetrate 60% of the site, but by utilizing techniques to ensure that water drainage remains on the site it may be possible to have an effective permeability significantly less than the actual impermeability. This could be achieved by a combination of drainage standards implemented through subdivision servicing bylaws and zoning regulations.

Although tough to measure, there would be benefits to ensuring actual impermeability is lessened and effective impermeability is increased.

Protecting Groundwater

The clustering of development on a portion of a site is a form of groundwater-sensitive development. There is a possibility voluntary amenity provision such as water efficient infrastructure by including it as part of a rezoning or amenity density bonus. The applicant would have to choose an amenity density bonus zoning option that includes amenities that protect groundwater.

An amenity density bonus would permit an applicant to apply for increased density on a site in return for providing local trust committees and Bowen Island Municipality with an amenity. Some examples of these amenities could be:

- Building design that conserves water;
- Water efficient landscaping;
- Enhancement of riparian habitat;
- Dedication of wetlands; and
- Preservation of streams and other unique environmental attributes.

It may also be possible for local trust committees and Bowen Island Municipality to require cash-in-lieu amenity provided that the zoning bylaw specifies which cash-in-lieu contribution are favored (i.e. for what?).

Development Permit Area (DPA) Designation

Development Permit Areas (DPAs) are areas designated in an OCP (in some cases a zoning bylaw) to which particular guidelines apply. A DPA may be designated for the protection of the natural environment or to promote water efficiency/conservation that will address watershed health. (see *Local Government Act* s. 919.1(i)) In order for the DPA to be effective it is important for the DPA to integrate surface water along with groundwater considerations. Generally, DPAs prohibit site disturbance before development approval which gives local trust committees and Bowen Island Municipality time to evaluate the development against established DPA guidelines. The DPA may include requirements for such things as landscaping, the siting of buildings, and the type and placement of trees and vegetation.

Some examples of guidelines are:

- Mandate replanting and rehabilitation of disturbed areas
- Erosion and sediment control (site specific plan)
- Environmental impact assessments/hydrologic studies to satisfaction of the local government
- Consistency between pre and post development hydrology
- Vegetation as per landscape plan
- Incorporate standards from other levels of government (e.g. Riparian Areas Regulation)
- Limits as to the amount of impermeable surfaces
- Specify areas that must remain clear of development

It is best to have a DPA as a companion tool with zone-specific requirements for groundwater protection as DPAs cannot be used to limit the amount of development permitted on a site. Nor can they address building construction standards that are addressed through the respective regional district building permit process.

DPAs do permit local trust committees and Bowen Island Municipality to monitor environmental conditions as the development progresses and for a limited amount of time post development. This is done through the collection of a security to ensure that works to complete permit conditions are finalized. If this is not done, then the intent is to use the funds/security to complete the conditions. Therefore, the security is returned only if the conditions are met.

See Appendix 1 - Development Permit Area Model Bylaw

In addition to having a stand-alone DP for groundwater/aquifer protection there are options where various guidelines could be implemented within existing DP areas for such land uses as industrial. The following guidelines are taken from the Regional District of Nanaimo's Area A OCP (Cedar Development Permit Area).

Groundwater Protection

- 1. The use or disposal of substances or contaminants that may be harmful to area aquifers shall be discouraged and wherever practical, steps shall be taken to ensure the proper disposal of such contaminants.*
- 2. The RDN may require an applicant to submit a rain water management plan prepared by a professional engineer which must ensure that any run off, rain water, or other liquid from any of the proposed land uses, buildings and impervious surfaces does not negatively impact groundwater quality. The plan must include*

recommendations on how to minimize the risk of deleterious substances entering the groundwater. The RDN should require the applicant to implement the report's recommendations in the proposed development.

3. The RDN shall require that drainage from all impervious surfaces and areas where vehicles and machinery are stored, cleaned, operated, and maintained be directed through an appropriately sized and engineered sedimentation, oil, water and grease separator or other engineered solution to the satisfaction of the RDN. The engineer must provide an appropriate maintenance schedule.

4. The RDN may require the applicant to enter into a Section 219 covenant registering on title the maintenance schedule and a commitment to maintain the sedimentation, oil, water and grease separator as per the engineer's recommendations.

5. Developments that are found to pose detrimental impacts on either the quality or quantity of groundwater shall not be supported.

Development Approval Information Areas (DAI) Bylaw

Development Approval Information (DAI) Areas Bylaws are to establish areas in which local governments may request additional information from applicants for zoning, development permits, or temporary use permits. The purpose of a DAI is to enable local trust committees and Bowen Island Municipality to obtain expert assessment of the impact of a development on the community at the expense of the applicant.

A DAI bylaw enables the development of site specific information to inform decision making and the ability to require specialized information (e.g. impact assessments, etc.).

The requirement for a detailed assessment may be triggered by an application for a rezoning, a development permit or a temporary use permit. The information required is usually in the form of a professional report and would be used by staff and local trust committees and Bowen Island Municipality in determining permit conditions.

In the case of groundwater, local trust committees and Bowen Island Municipality could request a hydrological assessment of:

- The availability of groundwater;
- Cumulative effects of groundwater use;
- Other environmental impacts.

The intent of establishing this DAI is to ensure that potential negative impacts of proposed major developments are identified and documented as part of the development review process and to provide local trust committees and Bowen Island Municipality with complete information to properly assess and mitigate conditions caused by that development. Where reports identify negative impacts, local trust committees and Bowen Island Municipality will require mitigation by the applicant as part of a development permit to improve the proposal and minimize potential negative impacts on hydrology, the environment, and the neighbourhood.

In order for local trust committees and Bowen Island Municipality to establish a DAI bylaw in their OCPs, they must prepare a bylaw that sets out what information local trust committees and Bowen Island Municipality may require and specific policies and procedures to be followed. DAI may be valuable in that if a bylaw is established and concerns are raised about specific developments specific information can be requested that can go beyond DPAs guideline requirements.

See Appendix 2 - Development Approval Information Model Provisions

Subdivision Servicing Bylaws

The intent of these bylaws is to establish standards for the subdivision of land that maximizes infiltration of water and minimizes impervious surfaces and evaluates the sustainability of new groundwater withdrawal from a specific aquifer.

Subdivision servicing bylaws set the standards by which works and services must be constructed when land is divided into new parcels. Standards that support groundwater quality and supply can be included in subdivision servicing bylaws. They can require each proposed lot to have a reliable source of potable water, and can establish infiltration, drainage and permeability standards. Subdivision servicing standards can direct development to mimic natural hydrology by requiring rainwater infiltration and limiting impervious surfaces. If local trust committees and Bowen Island Municipality have established a wellhead protection area that is regulated by zoning or a development permit area, the requirements could also be included in a subdivision servicing bylaw.

Land developments generally have two water supply options, a stand-alone water source (surface or well) or a community water system. Of course, on the islands there are other water

source options that do not involved groundwater/aquifers such as rainwater collection or desalinization.

Approvals are based on one time “proof of water” evaluations that generally do not give consideration to long-term ground water consideration such as impacts of future development or cumulative impacts of developments over time in a watershed. Most bylaws will contain requirements that each new parcel created have a potable water source and a specific flow rate depending on the type of development proposed. However, this “proof of water” focuses on yield and quality of each well and not the sustainability and protection of the aquifer system as a whole. Some LTCs do require an evaluation of long term sustainability and a qualified professional’s hydrology report especially where a development will be drawing on the aquifer in a greater quantity than single family development (e.g. higher density development, commercial uses, etc.). On-going monitoring should be implemented in sensitive aquifers or groundwater-limited areas.

There may also be instances when “proof of water” is not required with some subdivisions such as the creating of large lots (> 20 acres) or boundary adjustments where sources of water have historically been proven.

Community water approvals (>3 connections) are dealt with through the provincial government (i.e. Vancouver Island Health Authority). If lots are to connect to a community system, local trust committees and Bowen Island Municipality have an option to require that unused wells (if any) be closed in accordance with the Ground Water Protection Regulation (GWPR) by establishing a well closure bylaw thereby protecting the groundwater/aquifer and possible contamination. Given that Island Health is involved in these community wells it may be possible to ensure monitoring is done, however, there are not that many community wells on the islands.

Water Conservation Tools – General Information

In addition to regulatory requirements that local trust committees and Bowen Island Municipality can implement, there are a number of water conservation tools that should be encouraged on the islands. These are less regulatory and more voluntary in nature. Given the groundwater source the islands are reliant on it is important that each resident does their own part to lessen the water demand. The protection of a quantity and quality of water should not be solely reliant on regulatory processes. Education and awareness is also a big part of what is needed in the sustainable use of water on the Islands – a resource used by all. Water conservation practices should become common place for all residents and visitors to the Gulf Islands.

The Trust Programs Committee has initiated a site to educate islanders about water issues and options to promote sustainable use or reuse of water. The intent is that educational materials will be regularly posted on the Islands Trust website as a resource and part of the necessary community outreach. <http://www.islandstrust.bc.ca/trust-council/projects/water-resource-information-for-islanders.aspx>



Source: Regional District of Nanaimo. For indoor and outdoor tips: <http://www.rdn.bc.ca/cms.asp?wpID=877> ,
<http://www.rdn.bc.ca/cms.asp?wpID=878> and <http://www.rdn.bc.ca/cms.asp?wpID=2155>

Overview

The intent of this toolkit is to provide a variety of tools (options) that will enable LTCs and planners to choose the correct tool for the project at hand that suits their island. The tools presented will aim to achieve the actions presented in Table 1. The following table outlines five objectives for groundwater protection and possible actions that local government can take.

Groundwater Protection Objectives and Actions:

#	Objective	Description	Local Government Actions
1	Minimize impacts on water sources	Streams depend on groundwater, especially during low-flow (baseflow) conditions. Groundwater pumping from many aquifers connected to surface water bodies can deplete or capture surface water flows. Retaining sufficient groundwater retains the health of fish-bearing streams and the security of community water supplies.	• Establish watershed protection zones supported by containment boundaries to preserve hydrologic function between aquifers and surface water sources • Establish well protection areas to capture zones to protect drinking water • Prohibit potentially polluting uses in critical aquifer recharge areas as well as capture or wellhead protection areas. • Understand composition of underlying aquifers
2	Sustain aquifers at healthy levels	Prevent over-use of aquifers and impacts on natural aquifer recharge to promote a healthy water balance. If this does not happen, the aquifer goes into decline and eventual depletion. Maintaining and monitoring water levels promotes healthy habitat and sustainable water supply.	• Plan land uses based on sustainable yield, not site-specific reports on proof of water. • Commit to integrated watershed management planning to coordinate action on community water supply, rainwater management, green infrastructure, and other regulations (e.g. Riparian Areas Regulation requirements) • Require all new development to provide evidence of a sustainable water source as a condition of subdivision or through the development permit process. • Monitor aquifer quality and quantity in partnership with other levels of government.
3	Maximize infiltration	Rainwater and snowmelt infiltration is key to aquifer recharge. Infiltration rates are affected by soil permeability, the amount of topsoil, and the rate that water moves across a landscape (as affected by vegetation, slope, etc.)	• Prohibit or limit development in groundwater recharge areas. • Protect sensitive ecosystems (e.g. wetlands) by establishing development permit areas that require buffer zones and special permitting before development takes place • Preserve baseflows in fish-bearing streams by maximizing groundwater recharge. • Infiltrate virtually all rainwater by limiting effective imperviousness to less than a specific percent. This includes maintaining

			extensive natural areas above recharge zones. • Implement cluster development through rezoning to maximize land available for infiltration. • Maintain native soils and vegetation (e.g. trees and other absorbent landscaping) • Establish landscaping standards for soil depth and type of landscape materials • Promote engineered infiltration systems such as infiltration ponds, vegetated swales, bioswales (i.e. grassy or vegetated areas besides roads and parking areas) or splash pads of gravel or other hard material • Create bioretention areas • Use permeable paving • Require alternative design standards and best management practices that maintain ecosystem functions (e.g. reducing impervious surfaces) • Use green roofs • Specify site design that causes no net increase in post-development flows • Maximum wetland recharge
4	Reduce groundwater use	The less the resource is extracted, the better the chances are that the system will maintain its natural balance. Each aquifer has a carrying capacity that should be considered before intensive use.	• Minimize leakage and waste within public water distribution systems (i.e. regional systems, improvement districts, etc.) • Reduce peak and annual demand for groundwater through water demand management approaches • In groundwater limited areas, limit development and require other water sources (i.e. rainwater and cisterns) • Enact restrictions on outdoor water use where a community water system is used • Promote use of native vegetation and landscaping to minimize water irrigation demand • Promote awareness for low flow devices to be installed in all new developments • Encourage individuals and non-government organizations to practice water conservation and protection
5	Protect groundwater quality	Protecting quality is critical to promoting healthy habitat and ensuring the safety and security of the potable water supply.	• Map and understand the vulnerability of aquifers • Minimize risks from point and non-point (i.e. from a diffuse source such as agricultural runoff, roads) source contaminants by prohibiting or regulating uses that could contaminate fish-bearing streams or aquifer recharge areas, capture zones or wellhead

			protection areas • Design sites to prevent increases in post-development flows that can pick up contaminants • Develop and implement a wellhead protection plan • Establish a local water quality testing program • Adopt a well closure bylaw • Plan developments to protect groundwater recharge areas
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Table 1: Primary Source: Groundwater Bylaws Toolkit (2009), BC Climate Action Tool Kit

Information Note: Well Protection Toolkit

A set of voluntary guidelines developed by the Ministry of Environment to assist communities in developing well protection plans to prevent contamination of their well water supply. A well protection plan contains practical, protective measures to minimize and prevent undesirable impacts from land use activities on the source of water for the community well.

See:

http://www.env.gov.bc.ca/wsd/plan_protect_sustain/groundwater/wells/well_protection/acrobat.html

Development Permit Area X – Groundwater Protection DPA

2.1 Designation

All lands shown on Schedule _X_ as being a groundwater protection area are designated as a development permit area.

Alternately may be designated based on an elevation

2.2 Authority

The Groundwater Protection Development Permit Area is designated a development permit area pursuant to Section 919.1(1)(a) of the Local Government Act for the protection of the natural environment, its ecosystems and biological diversity and Section 919.1(i) of the Local Government Act for the establishment of objectives to promote water conservation.

Legislative basis of designation

2.3 Special Conditions and Objectives that Justify the Designation

It is the Object of the Islands Trust to “Preserve and protect the Trust Area and its unique amenities and environment of the Trust Area for the benefit of the residents of the Trust Area, and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.”

It is Provincial legislation in Section 877(1)(d) of the Local Government Act that an official community plan must include statements and map designations for the area covered by the Plan respecting restrictions on the use of land that is environmentally sensitive to development.

It is policy of the Islands Trust Council that local trust committees and Bowen Island Municipality address measures that ensure:

- neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater,
- water quality is maintained, and

The [Groundwater Study prepared by...] concluded that ... and recommended the measures in order to preserve and protect groundwater resources:

The Objectives of the development permit area are:

- to protect and sustain access to a reliable and safe supply of drinking water for private wells

Note: insert reference to professional report supporting designation of DPA (if applicable) and summarize key conclusions and recommendations

- to protect and sustain the quality and supply of surface and groundwater necessary to the provision of ecological services
- to mitigate the impacts of development on sub-surface water supplies

2.4 Development Approval Information

The area is also designated an area for which development approval information (DAI) may be required according to Section 920.01(1)(c) of the *Local Government Act*. The designation of these areas for this purpose is based on the special conditions or objectives supporting the designation of the DPA. Development approval information means information on the anticipated impact of the proposed activity or development on the community or the natural environment.

See DAI for impact assessment report requirements

2.5 Applicability

A development permit is required for the subdivision of land, construction of a new residence or commercial or industrial building, land alteration, or the cutting of trees in excess of the number exempted below.

2.6 Exemptions

The following activities are exempt from any requirement for a development permit:

- Repair, maintenance, alteration, additions to, or reconstruction of existing lawful buildings, structures or utilities, including those that are lawfully non-conforming (a building permit may still be required)
- Construction of a dwelling or subdivision of land that is, or will be, serviced by a community water system.
- Construction of a dwelling where the dwelling:
 - Is not to be connected to a groundwater source; and,
 - Is entirely serviced with water through stored and treated rain water which meets or exceeds Canadian Drinking Water Standards.
- Development on land that is subject to a conservation covenant under section 219(4) of the *Land Title Act* in relation to natural, environmental, wildlife or plant life value relating to the land, granted to the local government or a covenantee designated

This is based on the DPA being intended to address impacts of individual wells
A report from an engineer or other qualified professional may be required to satisfy the Islands Trust/Regional District that the proposed rainwater system has adequate capacity to meet the year round water demands of the dwelling being proposed and that water will be stored and treated to meet potable water standards.

under section 219(3)(c) of the *Land Title Act* .

- e) Repair and maintenance of existing roads, driveways, paths and trails, provided there is no expansion of the width or length of the road, driveway, path or trail, and no creation of additional impervious surfacing, including paving asphaltting or similar surfacing.
- f) The placement of temporary buildings or structures
- g) All vegetation removal except for cutting and removal of more than 5 trees (with a trunk diameter greater than 20 centimetres measured 1.5 metres above the ground) within a 12-month period on any one lot.
- h) Removal of trees that have been examined by an arborist and certified to pose an immediate threat to life or property.
- i) Farm operations as defined in the *Farm Practices Protection (Right to Farm) Act* and farm uses as defined in Section 2(2), (3), (4) and (5) of the *Agricultural Land Reserve Use, Subdivision, and Procedure Regulation*.
- j) Forest management activities, as defined in the *Private Managed Forest Land Regulation*, on land classified as managed forest land under the *Private Managed Forest Land Act*.
- k) Land alteration that does not alter the natural contours of the land.
- l) The construction of an accessory building or structure with a lot coverage of less than 100m², provided the accessory building or structure is not connected to a supply of water.
- m) Construction of fences.
- n) Emergency actions required to prevent, control or reduce an immediate threat to human life, the natural environment or public or private property including:
 - i. Forest fire, flood and erosion protection works;
 - ii. Protection, repair or replacement of public facilities;
 - iii. Clearing of an obstruction from a bridge, culvert, dock wharf or stream; or
 - iv. Bridge repairs.
- o) Works undertaken by a local government or a body established by a local government.

From other RD bylaws and steep slope DPA, could be revised based on specific recommendations

Intended to ensure cut and fill or blasting requires a permit. Language could be revised to be more specific based on recommendations
Exempts small non-plumbed buildings, lot coverage could be altered based on specific recommendations

2.7 Guidelines

1. In general, development should minimize negative impacts on the quality and quantity of subsurface water supplies.

2. Where a qualified professional hydrogeologist or engineer has made recommendations for mitigation measures, local trust committees and Bowen Island Municipality may impose permit conditions, including a requirement for security in the form of an irrevocable letter of credit, to ensure the protection of groundwater supply quality or quantity consistent with the measures and recommendations described in the report.

Authorizes local trust committees and Bowen Island Municipality to implement conditions of professional report
3. Where the a qualified professional hydro-geologist or engineer's report describes an area as suitable for development with special mitigating measures, the development permit should only allow the development to occur in compliance with the measures described in the report. Monitoring and regular reporting by a hydro-geologist or other professional at the applicant's expense may be required during construction and development phases, as specified in a development permit.
4. Where an application involves the subdivision of land, layout of the subdivision should be designed to:
 - a) replicate the function of a naturally vegetated watershed;
 - b) maintain the hydraulic regime of surface and groundwater pre-development flow rates;
 - c) not interfere with groundwater recharge;
 - d) not introduce or remove material where it would cause erosion of or the filling in of natural watercourses or wetlands.
5. Local trust committees and Bowen Island Municipality may require the applicant to install a groundwater monitoring device in at least one well within each proposed subdivision. Local trust committees and Bowen Island Municipality may require an agreement to be registered on title to allow a designated person or agency to access the property to collect the data from the device.

Appropriate where there is an agency or community group able to monitor wells
6. Where rainwater management is recommended by the report, rainwater should be retained on-site and managed using methods such as vegetated swales, rain gardens, or other methods which allow rainwater to return to the ground.
7. Where rainwater harvesting is recommended by the report for the construction of a new dwelling unit:

Revise to read all buildings where commercial, industrial or institutional buildings are

- a) Dwelling units should be sited to allow for the optimal placement of a gravity fed rainwater collection tank which collects rainwater from the roof leaders of the dwelling unit which capture the majority of the rainwater flows.
 - b) Dwelling units should be designed to maximize opportunities for rainwater catchment from all roof surfaces.
 - c) Impervious surfaces should be minimized. The use of impervious paved driveways shall be discouraged.
 - d) local trust committees and Bowen Island Municipality may require that all new dwelling units include an external rainwater harvesting system such which includes the following:
 - i. External equipment for collecting and distributing rainwater from the dwelling unit roof;
 - ii. A storage tank(s) with a minimum storage capacity of 18,000 litres which is designed for rainwater collection and is rated for potable use;
 - iii. A pumping system;
 - iv. An overflow handling system.
 - e) All external pipe, plumbing fixtures, and hose bibs where rainwater is used shall be clearly marked with “Non-Potable Water Do Not Drink”.
 - f) Where external rainwater harvesting equipment is required as a condition of the permit, local trust committees and Bowen Island Municipality shall encourage the applicant to install dedicated plumbing lines within proposed dwelling units to make use of stored rainwater for flushing toilets and other non-potable uses.
8. Where tree removal which is not exempt from the requirement for a permit:
- a) Removal of trees from steep slopes should only be allowed where necessary and where replacement vegetation / erosion control measures are established. Plans delineating extent of vegetation / tree removal and location of proposed construction, excavation and / or blasting, may be required.
 - b) All development should be undertaken and completed in such a manner as to prevent the release of sediment to any

watercourse. An erosion and sediment control plan, including actions to be taken prior to land clearing and site preparation and the proposed timing of development activities to reduce the risk of erosion, may be required as part of the development permit application.

- c) Existing, native trees should be retained wherever possible and trees to be retained near development should be clearly marked prior to development, and temporary fencing installed at the drip line to protect them during clearing, grading and other development activities.
 - d) If the area has been previously cleared of trees, or is cleared during the process of development, replanting requirements may be specified in the development permit. Areas of undisturbed bedrock exposed to the surface or natural sparsely vegetated areas should not require planting.
 - e) Tree species used in replanting, restoration or enhancement should be selected to suit the soil, light and groundwater conditions of the site, should preferably be native to the area, and should be selected for erosion control and/or wildlife habitat values as needed. Suitably adapted, non-invasive, non-native trees may also be considered acceptable.
 - f) All replanting should be maintained by the property owner for a minimum of 2 years from the date of completion of the planting to ensure survival. This may require removal of invasive, non-native weeds (e.g., Himalayan blackberry, Scotch broom, English ivy) and irrigation. Unhealthy, dying or dead trees should be replaced at the owner's expense in the next regular planting season. Permits may include, as a condition, the provision of security to guarantee the performance of terms of the permit.
- 9. Roads, driveways, trails and pathways should follow the contours of the land and appropriately manage drainage.
 - 10. Parking areas should be located and constructed so as to minimize erosion and water pollution by controlling storm runoff. Structural measures such as catch basins, oil separators, bio-filtration trenches or swales, unpaved or permeable all-weather surfaces should be considered for this purpose.
 - 11. Local trust committees and Bowen Island Municipality may consider variances to subdivision or building and structure siting

or size regulations to meet the objectives of the development permit area.

APPENDIX 2

Model DAI Bylaw Provisions

1. For an application for a permit in respect of a development permit area designated under s. 919.1(1)(a) of the Local Government Act for protection of the natural environment, its ecosystem and biological diversity and Section 919.1(1)(i) for the establishment of objectives to promote water conservation, for the purpose of requiring development permits for Groundwater Protection, the report shall consist of a hydrogeological assessment report containing the following information:
 - a. A site plan professionally prepared at an appropriate scale, based on a legal survey, delineating the proposed development and associated features, the development permit area boundary, existing buildings and structures, roads and driveways, topographic features, and significant features identified in the site inventory. Site profiles and cross sections demonstrating terrain conditions prior to disturbance and intended conditions post development shall be included where development would occur on slopes exceeding 20% grade.
 - b. A map showing the ownership and locations of all currently used water wells, springs and surface water features within a minimum radius of 1.0 km from the development site.
 - c. A site inventory, providing information on existing pre-development conditions, current on-site and adjacent land uses, slope stability, erosional processes, hydrology, surface water bodies, and topography.
 - d. A background analysis that includes the following known information on the site:
 - A description of the hydrogeological system and setting, including the type of aquifer, aquifer boundaries, local surficial and bedrock geology, physical hydrogeology, local surface water features, estimated recharge area and conditions and climate;
 - A conceptual model of groundwater occurrence and groundwater-surface interaction;
 - A description of existing users within 1.0 km of the development site;
 - A preliminary pre-development water budget;
 - Water quality, including characterization of natural groundwater quality, potability, as well as possibility of contamination;
 - Methodology and, if applicable, uncertainties and limitations of the report.

- e. A description of the proposed work, detailing construction, cut and fill, blasting, road, driveway or utility line construction, vegetation clearing, water supply requirements, alteration to hydrological systems, septic field installation, landscaping, or other land alteration during or after the development phase. The report should also identify alternative development options.
- f. An impact assessment consisting of:
 - Cumulative effects analysis;
 - Impact to existing groundwater users, identification of the potential groundwater protection issues in the area and risk of saline intrusion;
 - Impact to surface water where applicable;
 - Other potential impact implications.
- g. Conclusions and recommendations consisting of:
 - A summary of results and impact assessment;
 - An unqualified statement that the proposed development will not adversely impact aquifer(s), existing wells, or surface water bodies in terms of water quality and quantity; or
 - Where such a statement cannot categorically be made, specific recommendations on well and aquifer protection measures which would result in the requirement being met.
- h. Any recommended monitoring requirements, identifying actions that will be taken to ensure all proposed activities are completed as described, including a monitoring schedule and process for resolving any non-compliance.



BRIEFING

To: Trust Council

For the Meeting of: March 4-6, 2014

From: Miles Drew, Bylaw Enforcement Manager

Date prepared: January 30, 2014

SUBJECT: BYLAW ENFORCEMENT REPORT

DESCRIPTION OF ISSUE:

A report on the number of enforcement files; organized by local trust area, and by the type of enforcement. Two new tables report on the status of open files and the length of time current files have been open.

BACKGROUND:

Attached are four tables and two pie charts presented that provide information on bylaw enforcement activity.

Table 1 shows the total number of bylaw enforcement files for each local trust area by Fiscal year and the number of files remaining open at the end of the Fiscal year. Information is provided for the 2011/12, 2012/13 and 2013/14 Fiscal years. For the 2013/14 fiscal year the information is broken down by Quarter, in addition to providing a total for the 2013/14 Fiscal year.

Chart 1 shows the number of files open at the end of the most recent reporting Quarter (December 31, 2014).

Table 2 shows the number of open files by violation type. The table includes the more common categories of enforcement types. The "Other Land Use" column includes a mix of enforcement types that do not fit in the larger categories.

Chart 2 shows the percentage of open files by type.

Table 3 show the status of open files as well as the numbers of new and closed files during the most recent reporting Quarter.

Table 4 shows how long current bylaw enforcement files have been open.

ATTACHMENT(S):

Bylaw Enforcement File Volume Report
Bylaw Enforcement by Violation Type Report
Status of Open Files Report
Length of Time BE Files Have Been Open Report

AVAILABLE OPTIONS:

1. Receive for information.
2. Request additional information to be presented in the report.

FOLLOW-UP:

Reports will be updated and presented every quarter to Trust Council.

Prepared By: Robert Gratton,
Bylaw Enforcement Administrative Assistant
For
Miles Drew, Bylaw Enforcement Manager

Reviewed By/Date: David Marlor, Director, Local Planning Services January 30, 2014
Local Planning Committee February 7, 2014



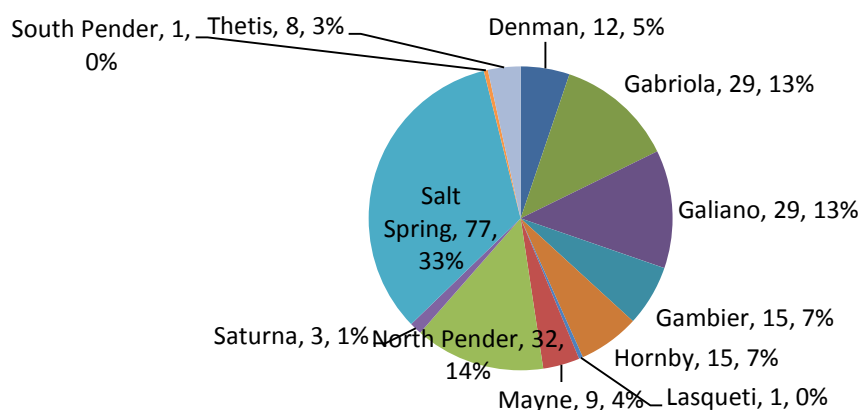
Linda Adams, CAO

Bylaw Enforcement by Local Trust Area

TABLE 1

LTC	Fiscal 2011/12				Fiscal 2012/13				Fiscal 2013/14							
	Total	%	Open	%	Total	%	Open	%	Q1	Q2	Q3	Q4	YTD Total	YTD %	T Open	%
Denman	23	6%	15	5%	19	6%	18	6%	18	13	12		20	7%	12	5%
Executive	0	0%	0	0%	0	0%	0	0%	0	0	0		0	0%	0	0%
Gabriola	46	12%	28	10%	40	13%	40	14%	35	30	29		42	14%	29	13%
Galiano	35	9%	28	10%	25	8%	25	9%	25	27	29		33	11%	29	13%
Gambier	14	4%	14	5%	16	5%	16	6%	15	14	15		17	6%	15	6%
Hornby	23	6%	21	7%	17	6%	16	6%	15	14	15		16	5%	15	6%
Lasqueti	1	0%	1	0%	1	0%	1	0%	1	1	1		1	0%	1	0%
Mayne	34	9%	18	6%	8	3%	5	2%	8	8	9		13	4%	9	4%
North Pender	61	16%	41	14%	43	14%	40	14%	35	35	32		42	14%	32	14%
Saturna	8	2%	8	3%	8	3%	6	2%	6	3	3		9	3%	3	1%
Salt Spring	131	34%	99	35%	112	37%	104	37%	63	72	77		90	30%	77	33%
South Pender	1	0%	1	0%	1	0%	1	0%	0	1	1		3	1%	1	0%
Thetis	13	3%	12	4%	12	4%	10	4%	11	8	8		12	4%	8	3%
TOTAL	390	100%	286	100%	302	100%	282	100%	232	226	231		298	100%	231	100%

Chart 1: Open Files to Dec 31, 2013



LEGEND

YTD Total = Total number of open files year to date, including open files carried over from the previous quarter and files opened during the current reporting period.

T Open = Total number of files remaining open at the end of the current reporting period

Q1 = April 1 to June 30 - reported to September Trust Council

Q2 = July 1 to September 30, Report to December Trust Council

Q3 = October 1 to December 31, Reported to March Trust Council

Q4 = January 1 to March 31, Reported to June Trust Council

The numbers for each quarter are a running total of all open and closed files in the period.

Bylaw Enforcement by Local Trust Area

Table 2

LTC	Violation Type										
	Density	Dev. Permit	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Other Land Use	TOTALS	Percentage
Denman		5				1		2	4	12	5%
Executive										0	0%
Gabriola		1	1	3		7		8	9	29	13%
Galiano			2	8		4	2	7	6	29	13%
Gambier				6				1	8	15	6%
Hornby	1	1	1	1		2		7	2	15	6%
Lasqueti								1		1	0%
Mayne				4		3			2	9	4%
North Pender				4		12	2	4	10	32	14%
Saturna				2		1				3	1%
South Pender									1	1	0%
Salt Spring		7	2	5	0	8	1	26	28	77	33%
Thetis				5				1	2	8	3%
TOTALS	1	14	6	38	0	38	5	57	72	231	100%
%	0%	6%	3%	16%	0%	16%	2%	25%	31%	100%	

Chart 2: Open Files by Type

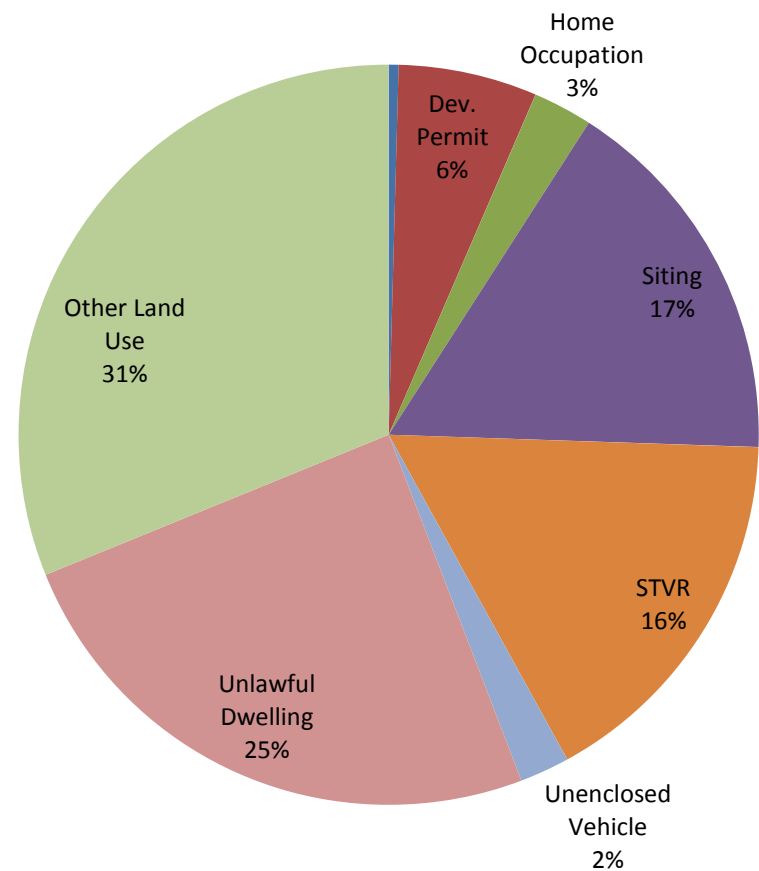


Table 3: Status of Open Files

Local Trust Area	2013/2014 3rd Quarter (Oct 1 - Dec 31)				Proceeding to Compliance	On Hold			Litigation	TOTAL
	OPEN Start of Quarter	NEW	CLOSED	OPEN End of Quarter		Application in to LTC	LTC Direction	Staff Direction*		
Denman	13	1	2	12	7		3	1	1	12
Executive	0			0						0
Gabriola	30	3	4	29	29					29
Galiano	27	3	1	29	13	4	3	7	2	29
Gambier	14	1		15	7		5	1	2	15
Hornby	14	1		15	8		6	1		15
Lasqueti	1			1			1			1
Mayne	8	2	1	9	8	1				9
North Pender	35	3	6	32	16	1		11	4	32
Saturna	3			3	2		1			3
Salt Spring	72	12	7	77	55		16	5	1	77
South Pender	1	2	2	1	1					1
Thetis	8			8	8					8
Total	226	28	23	231	154	6	35	26	10	231
Percentage					67%	3%	15%	11%	4%	100%

* "Staff Direction" refers to files that Staff have decided not to pursue at this time for a variety of reasons, such as waiting for a court decision or for bylaw amendments that could alter the need for enforcement.

Table 4: Length of Time BE Files Have Been Open

LTA	<1 year	1-5 Years	> 5 years	Total Open Files
Denman	3	8	1	12
Executive	0	0		0
Gabriola	12	16	1	29
Galiano	5	7	17	29
Gambier	2	12	1	15
Hornby	1	9	5	15
Lasqueti	0	1		1
Mayne	4	2	3	9
North Pender	7	22	3	32
Saturna	1	1	1	3
South Pender	1	0		1
Salt Spring	21	32	24	77
Thetis	3	4	1	8
TOTAL	60	114	57	231
PERCENTAGE	26%	49%	25%	



Local Planning Services

Three-Year Work Plan

December 2011 to November 2014

To: Islands Trust Council

For the Meeting of: March 4 – 6, 2014

Date: Updated February 13, 2014

PURPOSE

The purpose of the three-year term plan is to ensure resources and budgets are coordinated to support the work programs of the local trust committees and local planning committee. The first report was provided to Trust Council in June, 2012 and then at every second Council meeting thereafter to the end of the term.

UPDATING AND REPORTING

The plan will be updated as changes in resources, budgets or priorities change and submitted quarterly to Trust Council for information.

STRATEGIC PLAN

Pursuant to the Islands Trust Strategic Plan adopted in September 2012 and updated in December 2012, the following strategic plan items are relevant (please see the noted sections of the Strategic Plan for more details on specific actions and status):

1.3 Protect fish habitat by implementing Riparian Areas Regulation

1.6 Reduce greenhouse gas emissions

2.1 Encourage understanding of shoreline processes and voluntary stewardship of coastal and marine ecosystems

2.3 Participate in planning for National Marine Conservation Area

2.5 Advocate for appropriate regulation of aquaculture

2.6 Advocate for effective regulation of marine sewage

3.3 Use land use planning tools and decisions to protect water quality and quantity

3.4 Explore alternative tools for improving watershed management

4.3 Use land use planning tools and decisions to improve the availability of affordable/accessible/appropriate housing

4.4 Use land use planning tools and decisions to increase local food security and farmland protection

6.2 Improve cost-recovery from development application fees

STAFF RESOURCES

The total resources available to Local Planning Services are listed below (Full-Time Equivalent (FTE)):

	Mapping	Bylaw Enforcement	Director LPS Support	Northern Planning Team	Salt Spring Planning Team	Southern Planning Team
Regional Planning Manager				1	1	1
Island Planner				3	1	3
Planner 2				1	1	-
Planner 1				1	2	1
Legislative Clerk				1	1	1
Planning Team Assistant				1	1	1
Office Administrative Ass't				1	1	-
Bylaw Enforcement Manager		1				
Bylaw Enforcement Officer		1.6				
Secretary		0.6	0.2**			
GIS Coordinator	1					
GIS Technician	1					
Grants Administrator			0.6***			
Totals	2	3.2	0.6***	9	8	7

** Administrative Staff job titles updated. Support to the director currently provided by Southern Team Planning Team Assistant.

*** Grants Administrator transferred to Local Planning Services. Subject to budget, reduced to 0.4 FTE effective April 1, 2014.

LOCAL PLANNING COMMITTEE

Resources Allocation:

Effective with the November 2012 meeting, the Local Planning Committee is attached to the Southern Team and will have dedicated planner resources allocated. Resource allocation includes the Director of Local Planning Services and a portion of the Southern Team's Planning Team Assistant time to provide secretarial support to the Local Planning Committee and a portion of a Southern Region planner's time for undertaking project work.

Local Planning Committee Top Priorities:

The Top Priorities of the Local Planning Committee are detailed in the **Local Planning Committee Program Report** in the Council Agenda Package.

Local Planning Committee work program expectations:

The Local Planning Committee responds to referrals by Trust Council. As such, the work program is as approved by Trust Council and presented in the **Local Planning Committee Program Report** in the Council Agenda Package.

NORTHERN TEAM

Resources Allocation:

Courtney Simpson, Regional Planning Manager, is responsible for the overall management of the Northern Team and the Northern Office, and the management and delivery of the local trust committee work programs. For this period, Courtney will take the lead on planning for Gabriola LTC with support from the planners as required.

The five planners assigned to the Northern Office are allocated as follows:

- Aleksandra Brzozowski, Island Planner – Thetis and Gambier Island Local Trust Areas – policy planning and major applications.
- Sonja Zupanec, Island Planner – Ballenas-Winchelsea Local Trust Area – policy planning and major application, and support to other local trust areas at a senior level, particularly Gabriola as of December, 2013.
- Rob Milne, Island Planner – Denman and Hornby Local Trust Areas – policy planning and major applications.
- Linda Prowse, Planner 2 – policy planning for Lasqueti Island Local Trust Area, and general planning application processing and enquiries for all local trust areas served by the Northern Office
- Marnie Eggen, Planner 1 – General planning application processing and enquiries for all local trust areas served by the Northern Office, as well as support to Island Planners on policy and project work.

Note: Gabriola will be resourced with the Regional Planning Manager as the lead and various planners assigned to projects and applications.

In general, Northern Office Planning Staff allocates its time (after administrative requirements) one-third for local trust committee meetings, one-third for application processing and enquiries, and one-third for undertaking local trust committee top priority work program initiatives. The three administrative support staff allocate their time proportionally to all Northern Office local trust areas:

- Lisa Webster-Gibson, Planning Clerk
- Becky McErlean, Planning Secretary
- Penny Hawley, Office Assistant (one year position to June, 2014 to fill for maternity leave).

Local Trust Committee Top Priorities:

The top priorities for each local trust committee are detailed in the **Priorities Chart** in the Council Agenda Package.

LTC work program expectations:

The following are items that local trust committees are considering working on over the three-year term. The following list and timing is subject to approval by each local trust committee. For the 2012/13 fiscal year, the items are taken from each LTC top priorities list. For 2013/14 and 2014/15 fiscal years, the list is derived from expected carry work from the 2012/13 fiscal and from items noted in LTC Project lists.

Denman

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Agriculture Plan		Completed		
Review of OCP section C3 with a view to addressing the impacts of shellfish farming on the natural marine environment and residential properties, and review of associated LUB regulations		X	X	X
Review of Housing Policies E.1 with respect to secondary cottages and suites in residential designations.			X	X
Implementing Riparian Areas Regulations: Mapping of streams and wetlands for RAR, and follow-up bylaw work	1.3.5	X	X	X
Food Security Bylaw amendments	4.4.2			
Development of Protected Area Network	1.6.3			
Housekeeping Bylaw Amendments				
Regulations governing wind towers and Ocean Loop Geo-exchange systems	1.7.2			
Affordable Housing Strategy	4.3.1			
Review of Floor Area regulations for dwellings				
Regulations to promote greenhouse gas emissions reduction	1.7.2			
Review of Development Procedures Bylaw No. 71				
Farm Plan Implementation				
Consider recommendations of DCLTA Affordable Housing Final Report				
Review of visitor accommodation regulations				
X = budgeted and committed				
P = planned – subject to budget and LTC direction				

Executive Islands (Ballenas – Winchelsea)

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Complete OCP/LUB		X	X	X
Amend meeting procedures bylaw to allow for electronic meetings			P	P
Amend adopt all necessary administrative bylaws			P	P
X = budgeted and committed				
P = planned – subject to budget and LTC direction				

Gabriola

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Exploring the use of alternate consultation methods for OCP Review Process		Completed		
Gabriola Planning Area OCP Review, including:		X	X	
1. hazardous and steep slopes DPA		X	Proceed no further	
2. Riparian Areas Regulation implementation		X	X	X
3. rezoning of RDN parks and ITF nature reserves		P	X	X
4. increase food security and farmland protection		P	X	X
5. implement OCP climate change policies into LUB		P	X	X
6. consider density transfer affordable housing policies for cottage densities		P	P	P
7. review form and character DPA to make village core more pedestrian-friendly		P	P	P
8. update of build out map and report		P	P	P
9. implement First Nations and Archaeological Protection policies, including improved engagement on land use referrals		P	P	P
10. review OCP and LUB to improve protection of coastal areas		P	P	P
11. review OCP and LUB to improve protection of coastal areas		P	P	P
Integrated Watershed and Shoreline Mapping Workshop	2.1.1	Completed		
Snuneymuxw First Nation Protocol Agreement Implementation			P	
Development Approval Information Bylaw		X	X	X
Mudge & DeCourcy GHG Emission Inventories	1.7.2			
DeCourcy Island OCP Review				
Hazardous and steep slopes DPA				
Forage fish mapping workshop				
Land-based aquaculture				
X = budgeted and committed P = planned – subject to budget and LTC direction				

Gambier

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Land Use Bylaw for SCRD Islands		X	Completed	
Foreshore Protection/stewardship	2.2.1	X	X	X
OCP advocacy policies implementation & support			X	X
Sustainability Guide			X	X
RAR Implementation	1.3.3	X	X	
Amend meeting procedures bylaw to allow for electronic meetings			X	X
Trail Map Amendment for Keats Island OCP			P	P
Project Overview of Gambier Island Comprehensive Land Use Planning Project			P	P
Review of additional dwellings on Keats Island			P	P
Examine proactive approaches for GHG emission reductions through land use planning	1.7.2		P	P
Food Security implementation into OCPs	4.4.2		P	P
Development Approval Information Bylaw			P	P
Consultation with Squamish First Nation			P	P
Strategic Planning Review for Howe Sound			P	P
Review LUBs to accommodate ocean-loop geothermal exchange				
X = budgeted and committed P = planned – subject to budget and LTC direction				

Hornby

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Vacation Home Rentals Review		Completed		
OCP and LUB Review		X	X	X
APC Bylaw update			Completed	
RAR Implementation	1.3.3	X	X	X
Home Occupation Regulations Review			P	
Review of SUP Bylaw			P	
Review and update 'Building on Hornby Island' brochure				
Development Approval Information Bylaw				
Review of environmentally sensitive areas				
Review DPA for water conservation				
Review housing needs after OCP review				
Review development procedures bylaw				
Facilitate GHG Emission reduction with community organizations	1.7.2		X	
Review of vacation home rental regulations by 2017				
Review approaches to groundwater protection				
Develop communications strategy for new OCP and LUB project				
Review Community Profile				
X = budgeted and committed P = planned – subject to budget and LTC direction				

Lasqueti

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
RAR Implementation	1.3.3	X	X	X
False Bylaw Parking and Master Plan		X	X	X
Integrated Shoreline and Watershed Mapping Workshop	2.1.1	Completed		
Update OCP with intertidal zone policies using specific recommendations from Forage Fish workshops	2.2.1	P	P	
Update OCP to require pump-out stations for marinas	2.6.2		P	
Update OCP to include provisions for food security	4.4.2		P	
Develop Protocol Agreement with Sliammon First Nation			P	
Review of Lasqueti Crown Lands			P	
Targeted Review/Update of OCP and LUB			X	
Review meeting procedures bylaw to allow electronic mtgs				
Non-conforming housing				
X = budgeted and committed P = planned – subject to budget and LTC direction				

Thetis

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Associated Islands OCP and LUB creation		X	X	X
Shoreline Protection	2.2.1	X	X	X
OCP amendment indicating RAR Compliance	1.3.4	X	X	X
Protocol Agreement and MOU with Penelakut First Nation			P	
Joint Proactive enforcement with the CVRD			P	
Revise Protocol Agreement with Lyackson First Nation			P	
Development Approval Information Bylaw			X	
Housekeeping Amendments for LUB			P	
Sustainability Guidelines for Thetis Island in collaboration with CVRD		Complete		
Island-wide watershed protection			P	
Consider permitting ocean-loop geothermal exchange systems				
Pilkey Point / Marina Drive Slough: support for habitat restoration				
X = budgeted and committed P = planned – subject to budget and LTC direction				

SALT SPRING

Resources Allocation:

Leah Hartley, Regional Planning Manager, is responsible for the overall management of the Salt Spring Team and the Salt Spring Office, and the management and delivery of the local trust committee work programs. The four planners assigned to the Salt Spring Office are allocated as follows:

- Justine Starke , Island Planner – policy planning and major applications
- Stefan Cermak , Acting Island Planner (3 mos term) / Planner 2 – policy planning and major applications
- Torill Gillespie, Auxilary for Planner 1 Kristin Aasen – enquiries and application processing
- Jason Youmans, Planner 1 – enquiries and application processing

The administrative support staff persons are:

- Vacancy as of Feb 28, 2014, Legislative Clerk
- Claire Olivier, Planning Team Assistant
- Lisa Floritto, Office Administrative Assistant

In general, the Salt Spring Office Staff allocates its time one-third for organizational responsibilities including local trust committee meetings, one-third for application processing and development enquiries, and one-third for undertaking local trust committee policy work.

Local Trust Committee Top Priorities:

The top priorities for the Salt Spring Island Local Trust Committee are detailed in the **Priorities Chart** in the Council Agenda Package.

LTC work program expectations:

The following are items that Salt Spring Island Local Trust Committee is working on over the three-year term. The following list and timing is subject to approval by the Salt Spring Island Local Trust Committee.

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
LUB: Industrial (incl Land Needs Assessment)	4.5.1	X	X	X
LUB Update: Secondary Suites	4.3.2	Completed		
OCP & LUB: DPA4/RAR mapping & implementation	1.3.3 & 1.3.6	X	X	X
Advisory Committees Review T of Ref		Completed		
OCP: watershed management	3.4	X	X	X
Video Recording Pilot and Evaluation		Completed		
Community Engagement Pilot		Completed		
OCP: Village Area planning	4.5.2		X	X
Ganges Harbour Management Plan	4.5.2		X	X
OCP & LUB Review: Subdivision for a Relative, Farmworker Housing				P
LUB Update: Technical Amendments				P
Secondary Suites Implementation – Monitoring Program and Temporary Use Permits	4.3.1		X	X
Quality Management Procedures	6.4.1			P
Development Approval Information Bylaw				P
Prop. National Marine Conservation Area Reserve internal boundaries	2.2.2			X
Soil Bylaw Implementation				P
LUB Update - cottages	4.3.2			P
OCP/LUB : climate change adaptation	1.6			P
LUB Update- Affordable Housing	4.3.2			P
Bill 27 Piers Island OCP Update	1.6			P
Community Economic Sustainability & Security				P
Ganges Storm Water Management Plan				P
X = highest priorities - pending budget and timing				
P = planned – subject to budget and LTC direction				

SOUTHERN TEAM

Resources Allocation:

Robert Kojima, Regional Planning Manager, is responsible for the overall management of the southern Team, and the management and delivery of the local trust committee work programs.

The four planners assigned to the Southern Office are allocated as follows:

- Andrea Pickard , Island Planner – North Pender Island Local Trust Area and South Pender Island Local Trust Area – policy planning and major applications
- Gary Richardson, Island Planner – Mayne Island Trust Area and Saturna Island Trust Area – policy planning and major applications
- Kris Nichols, Island Planner – Galiano Island Local Trust Area and support to Local Planning Committee – policy planning and major applications
- Kim Farris, Planner 1 – general planning application processing and enquiries for all local trust areas served by the Southern Office

The administrative support staff allocate their time proportionally to all Southern Office local trust areas:

- Sharon Lloyd-deRosario, Legislative Clerk
- Lori Foster, Planning Team Assistant

In general, the Southern Office Planning Staff seek to allocate their time one-third for local trust committee meetings, travel, leave and general administration, one-third for enquiries and application processing, and one-third for undertaking local trust committee policy work.

Local Trust Committee Top Priorities: The top priorities for each local trust committee are detailed in the **Priorities Chart** in the Council Agenda Package.

LTC work program expectations: The following are items that local trust committees are considering working on over the three-year term. The following list and timing is subject to approval by each local trust committee.

Galiano

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Land Use Bylaw Update (Phase 1)		X	X	
Implement DPA: replace DAI bylaw, develop public communications tools, implementation administrative steps		X	Complete	
Groundwater DPA Implementation		P	X	P
LUB Update (Phase 2)			P	P
Visitor Accommodation Review			X	P
Soil Removal and Deposit bylaw				
Amendments to F1 zoning				
Parking issues				
Bike Trails and Camping				
Ocean Based Geo-exchange Systems				
Information Note Addition				
Light Industrial Zoning				
X = budgeted and committed				
P = planned – subject to budget and LTC direction				

Mayne

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Consider amendments to OCP/LUB to implement recommendations of Housing Options Task Force report – Secondary suites		X	X	
OCP and LUB Amendments			X	P
Fallow Deer Eradication Plan			X	
Consider amendments to OCP/LUB to implement recommendations of Commercial Land Use Review Task Force report		X		P
Implement Riparian Areas Regulation	1.3.4	X		
Climate Change adaption	1.7.2			P
Review LUB requirements for proof of water for boundary adjustment subdivisions		X	Complete	
Review Density provisions for larger lots				P
Road Issues				
Review of TUP policies				
STVR Review				
Geo-exchange Review				
X = budgeted and committed P = planned – subject to budget and LTC direction				

North Pender

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Complete review and update of Associated Islands OCP and LUB pertaining to Sidney Island.		Completed		
Shoreline Development Review – Phase I completed, Phase II initiated	2.2.1	Completed (Phase I)	X	
Pedestrian and bicycle route designations		Completed		
Conservation Subdivision Review			X	P
LUB amendments			X	P
Climate adaptation and community resilience	1.7.2			P
Various OCP policy implementation				P
Agricultural Building Watercourse setbacks				
Various LUB amendments				
Geological hazard implementation				
Road side Signs				
LUB/OCP amendments related to Transportation				
X = budgeted and committed P = planned – subject to budget and LTC direction				

Saturna

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Amend zoning and OCP designations for community park lands		Completed		
Amend OCP to implement RAR	1.3.4	Completed		
Consider amendment to LUB for ocean loop geo-thermal		Completed		
Targeted LUB review				P
STVR Review			X	P
Secondary Suite Review			X	P
Review of Community Amenity Density Reserve policies			X	P
Implement SEM, steep slope and raptor nest mapping	1.6.3			
Agricultural building watercourse setbacks				
National Park Lands OCP and LUB amendments				
Campground Policy Review				
Bed and Breakfast Policy Review				
Seniors and Affordable Housing Policy Review				
X = budgeted and committed				
P = planned – subject to budget and LTC direction				

South Pender

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
LUB review and update		X	X	X
Shoreline protection	2.2.1	X	Completed	
On-line survey (Completed)		Completed		
Canal Erosion and Boat Speed			X	
Ocean Loop Geothermal				P
APC Bylaw				P
DAI Bylaw				
Forest land zoning review				
Implement SEM mapping	1.6.3			
Steep slope Mapping implementation				
Raptor Nests protection implementation	1.6.3			
Parks and recreation OCP amendments				
Community Transition and Resilience				
Area Farm Plan				P
LUB Information Notes				P
X = budgeted and committed				
P = planned – subject to budget and LTC direction				

BYLAW ENFORCEMENT

Resources Allocation:

Miles Drew, Bylaw Enforcement Manager is responsible for the overall management of the bylaw enforcement team, and the management and delivery of bylaw enforcement to local trust committees.

The three bylaw enforcement staff members are allocated as follows:

- Peter Phillips, Bylaw Enforcement Officer – responding to bylaw enforcement enquiries, investigations and bylaw compliance concentrating on the Northern region
- Geoff Kinnear, Bylaw Enforcement Officer – responding to bylaw enforcement enquiries, investigations and bylaw compliance concentrating on Salt Spring Island and Sothern Region. Part time position three days per week.
- Rob Gratton, Administrative Assistant (full-time auxiliary) – administrative support to the bylaw enforcement manager and officers and Director, LPS.

In general, the Bylaw Enforcement staff allocates its time 30% for support of LTC policy development and 70% for enquiries and enforcement investigation and compliance.

Bylaw Enforcement Priorities:

For this reporting period, the bylaw enforcement staff members are focusing on the following policy development:

1. Enforcement based on complaints and proactive where policy requires
2. Review of in-active open files
3. Bylaw Enforcement Notification bylaws (implementation in all 12 LTCs)

Bylaw Enforcement Work Program Expectations: The following are items that Bylaw Enforcement Office is considering working on over the three-year term. The following list and timing is subject to approval by the relevant local trust committee, Executive Committee or Trust Council.

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
Bylaw Enforcement Notification bylaws (implementation in all 12 LTCs)		X		
Finish STVR project		X	X	
X = budgeted and committed P = planned – subject to budget and LTC direction				

GIS DEPARTMENT (MAPPING)

Resources Allocation:

The two GIS staff members are allocated as follows:

- Mark Van Bakel, GIS Coordinator – management of the GIS office and programs and GIS and mapping technical support.
- Barb Dashwood, GIS Technician – GIS and mapping technical support.

In general, the mapping department allocates its time based on the needs of the organisation. The mapping department meets regularly with the Regional Planning Managers to determine priorities.

GIS Department Priorities

For this reporting period, the GIS department staff members are focusing on the following:

1. TAPIS application renewal
2. TAPIS custom reporting and workflow design and implementation
3. Mapping web site development and implementation

GIS Department Work Program Expectations:

The following are items that GIS Department Staff members are considering working on over the three-year term. These items may change depending on local trust committee requirements, organisational requirements and funding requirements.

Project	Strategic Plan Reference	2012/13	2013/14	2014/15
TAPIS application renewal		X	X	
TAPIS custom reporting		X	X	X
Mapping web site development			X	X
X = budgeted and committed				
P = planned – subject to budget and LTC direction				

BRIEFING

To: Trust Council **For the Meeting of:** March 4-6, 2014
From: David Marlor, Director of Local Planning Services **Date prepared:** February 19, 2014
SUBJECT: UPDATE ON MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE AND ISLANDS TRUST LETTER OF AGREEMENT

DESCRIPTION OF ISSUE:

A long standing item on the Local Planning Committee work program long list has been a review of the letter of agreement between the Islands Trust and the Ministry of Transportation and Infrastructure. This item remains on the Local Planning Committee work program for monitoring.

The purpose of this briefing is to update Trust Council on progress.

BACKGROUND:

The Islands Trust and the Ministry of Transportation and Infrastructure entered into a Letter of Agreement on December 8, 1992 regarding road standards, road classifications at the time of subdivision and the consultative process. This letter was amended in 1994 to include scenic/heritage roads, cycle paths and water-access only subdivisions. The letter of agreement is signed by the Chair of the Islands Trust Council and the Minister of Transportation and Infrastructure.

Through meetings between Islands Trust Staff and Ministry staff, the Ministry indicated that there is currently no appetite at the Ministry to reopen the Letter of agreement for negotiation. Standards over the past 22 years have increased; so it is highly unlikely that we would see any reduction in road standards more suitable to rural islands than what was negotiated in 1992.

Staff agreed on two levels of face-to-face communication in regards to the Letter of Agreement.

Annual Meeting

Staff agreed to meet on an annual basis to discuss the letter of agreement and areas of concern and seek to resolve them through staff working together on the issues. At these meetings, Staff identified areas where further clarification would be beneficial, such as the difference between “maintenance” and “upgrading” a roadway among other things.

Regional Meeting – As Required

Staff further agreed that issues that are specific to an island or region can be addressed through meetings called by or with the relevant regional planning manager and Ministry staff. Issues such as road maintenance, planned upgrades, cycle paths or other local issues would be addressed at regional meetings. These meetings would be held as required and could be called by either Ministry of Transportation and Infrastructure or Islands Trust Staff via the relevant Regional

Planning Manager. If a trustee becomes aware of an issue and would staff to meet with the Ministry staff, the trustee may request a meeting by adding the issue to the local trust committee's agenda and obtain an resolution making the request.

ATTACHMENT(S): n/a

AVAILABLE OPTIONS: n/a

FOLLOW-UP: Receive for Information.

Prepared By: David Marlor, Director
Local Planning Services

Reviewed By/Date:



Chief Administrative Officer

BRIEFING

To: Trust Council

For the Meeting of: March 4-6, 2014

From: Local Planning Committee

Date Prepared: February 19, 2014

**SUBJECT: INTEGRATED SHORELINE/WATERSHED PROTECTION APPROACH
– FINAL REPORT TO TRUST COUNCIL**

DESCRIPTION OF ISSUE:

To brief Trust Council on the Integrated Shoreline Mapping project completion.

BACKGROUND:

The Islands Trust embarked on a multi-year program for the protection and improvement of coastal ecosystem function and climate change adaptation, in partnership with Washington State's San Juan County and City of Seattle, the Stewardship Centre of British Columbia, and the Pacific Climate Impacts Consortium. This trans-boundary, multi-jurisdictional project is intended to co-operatively produce a development rating system of value to coastal communities in British Columbia and Washington State and to facilitate sustainable coastal property use and development in the Georgia Basin. This system can also be shared with other jurisdictions to inform and support their practices.

Phase one of this project involved comprehensive shoreline and watershed mapping of the major islands in the Trust Area. The maps are intended to form a baseline tool that can be used for educational purposes at the community level; an educational component for the Islands Trust locally elected trustees and staff, public outreach workshops; and the development of a credit rating system and development rating document. The Islands Trust is now poised to embark upon the next phase of the project which includes engaging a pilot area, Thetis Island, (and landowner participants), engaging with industry and stakeholders to develop localized incentives, reviewing the registration and submittal process for homeowners, assessing the potential to train a local verifier (assessor), and pilot the program.

A set of maps and text for each island were developed. This included developing shoreline data for the Trust Area and classifying 13 island shorelines. The Islands Trust has also incorporated a way to use the maps with an interactive web approach. Data from the maps has been incorporated into the on-line publicly accessible MapIT tool available on the Island Trust website. Residents are now able to easily search the shoreline type associated with their property. The maps are available through a link on <http://www.islandstrust.bc.ca/how-do-i/care-for-my-shoreline.aspx>. This webpage also links to educational information on our website about how to care for your shoreline and the Green Shores for Homes project.

In order to prepare for public consultation, a series of meetings were held for Islands Trust staff and elected officials in 2012 to explain the process used to create the integrated mapping and how it can be used in such initiatives as the Green Shores for Homes project.

The following are some of the project activities that were linked to the Integrated Shoreline Mapping project:

- Nine local trust committees held “Greening our Shores” public education workshops: Denman, Hornby, Gabriola, Galiano, Gambier (including Keats & Thormanby), Lasqueti, North Pender, South Pender and Thetis. (Oct. 2012 – March 2013)
- Speakers included: Paul de Greeff, Murdoch de Greeff Inc. (Shoreline Mapping), Brian Emmett, Archipelago Marine Research & Green Shores Technical Team Chair (Green Shores for Homes), Nikki Wright, Seachange Marine Conservation Society (Eelgrass Mapping and Shoreline Conservation) and Kate Emmings, Islands Trust Fund (Forage Fish/Eelgrass Mapping and Shoreline Conservation).
- The Thetis workshop was filmed and a recording is available on the Islands Trust Website.
- The Gambier workshop was held as a webinar and is available on the Islands Trust website.
- The Islands Trust launched a new website on June 3rd, 2013. A dedicated *Green Shores for Homes* page is now available under Trust Council Projects and a *How do I care for my Shoreline?* webpage has also been created. Both pages provide educational resources for residents.
- A major initiative of the South Pender Island Local Trust Committee was to include shoreline mapping information in the Islands Trust's public web-based MapIT application. The addition of this data allows users to explore shoreline types and features such as eelgrass beds and forage fish habitat, as well as information on various shoreline classes.
- The North Pender Local Trust Committee produced the booklet “Sharing our Shorelines” which is available to all residents in the Trust Area. It is a complementary educational tool to the Green Shores for Homes project.

UPDATE AND RELATED NEXT STEPS

In looking forward at subsequent phases related to the use of the integrated shoreline mapping, the Green Shores for Homes project, the LPC passed a resolution at the November 7, 2013 meeting to make Thetis Island the pilot area. The LPC also supported maintaining the project as an LPC work program item and committing planner resources to support the pilot. This will enable Thetis to take the lead as the pilot area while continuing to enable the development of the incentives with Trust Wide applicability.

FOLLOW-UP:

No follow up required. This briefing is for the information of Trust Council identifying how the Integrated Shoreline Mapping has been completed satisfying the requirement of the granting agencies of the project.

Prepared By: Kris Nicholls, Island Planner

Reviewed By/Date: David Marlor, DLPS
Local Planning Committee – Feb 7/14



Chief Administrative Officer

CHIEF ADMINISTRATIVE OFFICER 2013-2014 THIRD QUARTER REPORT

3.1

Date: February 18, 2014

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. <u>TRUST COUNCIL & TRUSTEES</u> - Supervise all decisions and briefings to Trust Council - Input to RFD re Kinder Morgan hearings - Supervise implementation of Trust Council decisions - Supervise quarterly meeting preparation - Council sessions – Treaty Negotiations, in camera session - Strategic planning – updates in relation to budget development - Review and assist with communications re budget consultation - Advice to trustees re standards of conduct, fairness and legislative matters - Respectful workplace briefing for trustees - Select Committee re future CAO hiring process - Preparation of agendas, briefings, meeting attendance - Preparation of briefing to Trust Council - Preparations and input into budget process and briefings/decisions for Financial Planning Committee	- Supervise implementation of Council decisions - Supervise quarterly meeting preparation - RFDs and briefings - Strategic planning – on-going management and monitoring - Select Committee re future CAO hiring process - Preparation of next meeting agenda - Recommendations to Trust Council
2. <u>EXECUTIVE COMMITTEE</u> - Supervise tri-weekly meeting preparation - Supervise implementation of EC decisions - Briefing to EC re aquaculture and First Nations jurisdictional issues - Litigation defence management (1 active file) - Liaison with Ombudsperson office (no current complaints) - Administrative Fairness Complaints (no new complaints this quarter) - Briefing re exempt staff compensation	- Supervise tri-weekly meeting preparation - Supervise implementation of EC decisions - Briefing to EC re Islands Trust boundary - Coordinate review and comment on Islands Trust Impact Assessment study and review drafts (pending progress by provincial government and consultant) - Litigation defence management (1 active file) - Briefing regarding food security topics - Further work re changes to ITFB name and corporate structure - Initial steps in policy development and implementation improvement program - Finalize recommendations for policy development process - Deliver staff training modules
3. <u>EXECUTIVE SERVICES UNIT</u> Staff performance reviews and plans (partial)	Unit budget management



Unit budget management	Complete staff performance reviews and plans
COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
4. <u>EXTERNAL LIAISON</u> - Ministry of Community, Sport and Cultural Development re miscellaneous Islands Trust issues - Bowen Island Municipality – EC annual meeting, revised protocol agreement, and follow up. - DFO and Treaty Negotiators re aquaculture license issues on Denman Island	- Educational presentation to MCSCD staff (re Islands Trust) - Association of Vancouver Island and Coastal Communities - Local Government Management Association
5. <u>MANAGEMENT TEAM</u> - Bi-weekly management coordination meetings - Management strategic session - Monthly meetings of leadership group - Staff survey analysis - Complete personal performance planning materials - Professional Development: Local government ethics and legal training; leadership coaching	- Bi-weekly management coordination meetings - Monthly meetings of leadership group - Training focus: leadership, problem solving/policy development - Review and coordinate internal response to staff survey results - Leadership coaching

EXECUTIVE COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Updated: February 18, 2014

WORK PROGRAM (*Top Three Priorities*)

1. GOVERNANCE, POLICY, STRATEGIC PLANNING, TRUST COUNCIL (LA)

Top Priorities

- Clarify jurisdictional issues related to Islands Trust boundary (LA)
- Clarify jurisdictional issues related to aquaculture and First Nations rights (LA)
- Islands Trust Impact Analysis – potential budget impact with regards to possible SSI incorporation (LA)

Planned

- Internal policies, procedures regarding local food security (LA)
- Seek legislative change re Islands Trust Fund structure and name change (LA/JE)
- Improvements to policy development process (LA)

2. COMMUNICATIONS, ADVOCACY, POLICY STATEMENT, INTERAGENCY AND PUBLIC RELATIONS (LG)

Top Priorities

- Development of Advocacy Strategy
- Shellfish Aquaculture advocacy
- Derelict vessel advocacy

Planned

- Monitor opportunities to support ALR during core review

3. ORGANIZATIONAL IMPROVEMENTS (DM/CS/CT)

Top Priority

- Develop recommendations regarding RWM procedures (CT)
- Establish consistent use of Policy Statement checklist with planners (DM)

Planned

- Review process for development of RD/LTC protocol agreements (DM)



TRUST COUNCIL MEETING – SESSIONS and REQUEST FOR DECISION/ INFORMATION ITEM(S)

Sessions

- In camera Session
- Treaty Negotiator Session

Decision Items

- 2014 Quarterly Trust Council meeting schedule
- Quarterly Priorities Chart
- December 2013 minutes

Information Items

- Trust Council Strategic Plan – status update
- Executive Committee report
- Trust Council - Continuous Learning Plan (for discussion and suggestions)
- CAO Quarterly Report
- Draft June 2014 Trust Council program
- Briefing – 2014 Elections Planning and Administration

PROVINCIAL LIAISON UPDATE

Completed

n/a

Planned

- Introductory meeting with Minister of Community, Sport and Cultural Development
- Meetings with area MLA at Association of Vancouver Island and Coastal Communities conference

Linda Adams
Chief Administrative Officer

Sheila Malcolmson
Chair



3.3

Islands Trust Council Plan for Continuous Learning 2011-2015

(What other topics would trustees like to propose?)

2014-02-19

Year		Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2014	Webinar Sessions (planned)	New Website Orientation		Northern and Southern Team Meetings	<i>Department of Fisheries and Oceans (re aquaculture) – to be confirmed</i>
	Mar	Annual Budget Session			Provincial Treaty Negotiators
	June	Coastal Douglas Fir Zone Conservation Action Plan	Provincial Assessment of Impact on Islands Trust (re potential SSI incorporation)- <i>To be confirmed</i>		San Juan County
	Sept	Term Review	Election Period Best Practices		
	Dec (Victoria)	Orientation Draft 2015/16 Budget Session	Orientation	Orientation	Orientation
2015	Mar	Introduction to Strategic Planning Annual Budget Session	Introduction to Roberts Rules Standards of Conduct (legal session)	Community Planning 101	Working with First Nations
	June	Strategic Planning – Review of Current Plan and Confirmation/Identification of Goals	Administrative Fairness		San Juan County
	Sept	Adoption of Strategic Plan for 2015-18			Working with the Trust Fund Board
	Dec	Draft 2016/17 Budget Session			

SESSIONS/ITEMS COMPLETED IN 2011-14 TERM					
Year		Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
	<i>Webinar Sessions (held)</i>	<i>Email Management (Aug 2013) Carbon Offsets (June 2013)</i>			
2013	<i>June (Mayne)</i>	<i>Carbon Neutral Policy</i>		<i>Making Difficult Decisions</i>	<i>Working with San Juan County</i>
	<i>Mar (Thetis)</i>	<i>Annual Budget Session</i>	<i>Legal Session Conflict of Interest</i>		<i>Working with the Islands Trust Fund</i>
	<i>Sept (Lasqueti)</i>	<i>Advocacy Policy</i>	<i>Freedom of Information and Protection of Privacy</i>	<i>Refresher on administrative fairness in application processes</i>	
	<i>Dec (Victoria)</i>	<i>Draft 2014/15 Budget Session Strategic Plan Review Invasive Species</i>		<i>Bylaw Enforcement Best Practices</i>	<i>Electoral Area Directors re Economic Sustainability</i>
2012	<i>Dec (Salt Spring)</i>	<i>Draft Budget Session</i>		<i>Greenshores for Homes re Shoreline Mapping</i>	<i>Introduction to the Agricultural Land Commission</i>
	<i>Sept (Bowen)</i>	<i>Strategic Planning Oil Spill Response</i>	<i>Refresher on Standards of Conduct and Administrative Fairness</i>	<i>Good Planning Practice Best practices in public engagement</i>	<i>Bowen Island Municipality</i>
	<i>June (Penders)</i>	<i>Strategic Planning</i>	<i>Intro to Indemnification</i>		<i>First Nations San Juan County</i>
	<i>Mar (Gabriola)</i>	<i>Annual Budget Session Initial Strategic Planning Session</i>	<i>Standards of Conduct and Indemnification</i>	<i>Community Planning 101 (for new trustees)</i>	
2011	<i>Dec (Victoria)</i>	<i>Orientation to Trust Area Services, Administrative and Financial Services and and budget process</i>	<i>'Staying out of Trouble' Session</i>	<i>Orientation to Local Planning Services</i>	<i>Making Fair Decisions Islands Trust Human Resources</i>

Potential topics/agency liaison for consideration in 2011-14 or future terms:

- Using Special Tax Requisitions
- Introduction to UBCM
- Effective Advocacy (Trustee Steeves suggestion) / advocacy policy
- Dealing with difficult people (Trustee Busheikin suggestion)
- Dispute Resolution for planners and trustees (Trustee Grove suggestion)
- Introduction to the Climate Action Charter
- Effective Conservation Covenants
- Demographics-Aging Population
- Dept. of Fisheries and Oceans – marine sewage, fish farming
- Private Managed Forests Council
- BC Assessment Authority
- Ministry of Transportation
- Local GHG Emissions Inventory (e.g. Lasqueti Island)
- Advocacy and Media Relations
- Succession Planning and Staff Retention
- Soil Removal
- Alternate Energy Sources
- Using Technology – document and information management
- Using Social Media
- Adapting to Sea Level Rise
- Local Government Liability

SESSIONS/ITEMS COMPLETED in 2008 – 2011 TERM					
Year		Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2008	<i>December (Victoria)</i>	<i>Intro to Budget Session Initial Strategic Discussion</i>	<i>General Orientation Governance (G. Cuff)</i>	<i>General Orientation</i>	<i>General Orientation</i>
2009	<i>Mar (Gabriola)</i>	<i>Annual Budget Session</i>	<i>Strategic Planning Legal Session</i>	<i>Intro to land use planning</i>	
	<i>June (North Pender)</i>		<i>Procedural Fairness</i>	<i>Introduction to land use planning – part 2</i>	<i>Farm Industry Review Bd San Juan County</i>
	<i>September (Mayne)</i>	<i>Climate Change – GHG Emission Reduction Targets</i>		<i>GHG Emission Reduction – planning policies actions</i>	
	<i>December (Salt Spring)</i>	<i>Intro Budget Session History of the Trust Strategic Plan Update</i>	<i>Litigation 101</i>	<i>Community Housing Task Force Update Bill 27 Update</i>	<i>Trust Fund Board</i>
2010	<i>March (Hornby)</i>	<i>Strategic Plan Review Annual Budget Session</i>	<i>Update regarding court case</i>	<i>Community Housing Task Force Report Bill 27 Update</i>	<i>San Juan County Parks Canada</i>
	<i>June (Saturna)</i>	<i>Marine Shipping Safety</i>	<i>Refresher on Orientation Topics</i>	<i>Refresher on Temporary Use Permits</i>	
	<i>Sept (Bowen)</i>	<i>Strategic Plan Update and Review</i>		<i>Food Security through Land Use Planning Riparian Area Regs - the Perspective of a QEP</i>	<i>Bowen Island Council</i>
2011	<i>Dec (Victoria)</i>	<i>Intro Budget Session Strategic Plan Update</i>		<i>Good Planning Practice (Randall Arendt)</i>	<i>Regional Conservation Plan (TFB) GINPR (southern trustees)</i>
	<i>March (Galiano)</i>	<i>Annual Budget Session</i>		<i>MAP IT demo Implementing the Regional Conservation Plan with LTCs</i>	
	<i>June</i>	<i>Conservation Offsets</i>		<i>Rural By Design</i>	<i>Liaison with Electoral Area</i>

	<i>(Denman)</i>		<i>Operational Carbon Neutrality and Offsets</i>	<i>Practical examples</i>	<i>Director – Cortes Strathcona RD</i>
	<i>Sept (Salt Spring)</i>	<i>Term & Strategic Plan Review Advice to Incoming Council</i>	<i>Elections Period Best Practice</i>		<i>San Juan County</i>



Islands Trust

Preserving Island
communities, culture
and environment

Our Provincial Mandate

“to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia”

– Islands Trust Act

Islands Trust Council — Strategic Plan 2011-2014

Adopted September 12, 2012 – Status Updated – February 18, 2014

The Trust Area

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

The beauty, tranquility, and sometimes fragile natural environment of the islands in the Strait of Georgia and Howe Sound, characterized by an exceptional variety of species, have given the area national recognition.

The islands support strong communities characterized by a mix of lifestyles, livelihoods and individuals. Island residents bring unique skills, viewpoints and sense of place together to sustain a tradition of community involvement.

Our Council

The Islands Trust Council has a unique mandate from the province to preserve and protect the amenities and environment of the Islands Trust Area, for the benefit of residents and all British Columbians. It meets quarterly to make decisions about the Islands Trust's overall policy, advocacy positions, staff resources and budget. Trust Council is made up of the 26 locally-elected trustees who also sit on 12 local trust committees and one island municipality. There they have responsibilities for land use planning and regulatory decisions that are separate from their role at the Islands Trust Council. The current Council was elected for a 3-year term during BC Local General Elections in November 2011. Trustee terms will end in November 2014.

A Strategic Plan for the 2011-2014 term

The Islands Trust Policy Statement is partially implemented through Council's strategic plan. By identifying goals and developing a plan to achieve them, Council focuses finite resources and measures progress. After extensive review and public input, Trust Council has confirmed the following focus areas for its 2011-2014 term:

Goal A - Ecosystem Preservation and Protection

The Islands Trust will work to protect the natural environment of islands by:

- Encouraging and enabling islanders in voluntary stewardship actions that protect special areas, including the shoreline
- Working to protect fish habitat under BC's *Riparian Areas Regulation*
- Protecting special ecosystems, managing shoreline areas and reducing greenhouse gas emissions when land use decisions are made
- Advocating for new approaches to oil spill preparedness, derelict vessels, industrial developments, aquaculture, marine sewage and national marine conservation

Goal B – Stewardship of Island Resources

The Islands Trust will focus on good management of island water resources by:

- Encouraging voluntary stewardship, advocating for legislative reform and exploring creative solutions for watershed management
- Using land use planning tools and decisions to protect the quality and quantity of water resources

Goal C – Sustain Island Character and Healthy Communities

The Islands Trust will work to enhance the economic sustainability and security of island communities by:

- Creating linkages between islanders and regional districts to share effective economic development models
- Continuing to advocate for sustainable, affordable and appropriate ferry services
- Using land use planning tools and decisions to positively affect housing, food security, farmland protection, and socio-economic diversity.

Goal D – In Cooperation with Others

The Islands Trust will work with others by:

- Strengthening relations with the many First Nations who have interests in the Islands Trust Area, through improved liaison at the political level and communications about marine advocacy.
- Continually working to improve our organizational effectiveness

Shaded text=activities primarily achieved in *the current* or prior fiscal years or proposed for future fiscal years and subject to future budget decisions;
Italics – status updates since last Trust Council meeting

NOTE: Status column has now been colour coded to provide a quick visual indicator, as follows:

	Not due to start or awaiting actions of others
	Completed
	In Progress – On Target
	Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs)
	In progress - Behind Target (e.g. not funded, delayed by other priorities, etc.)
	Not started – Behind target

Policy Statement Goal A: Ecosystem Preservation and Protection...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
1 PROTECT the natural environment of islands	1.1 Encourage voluntary stewardship of natural environment	<u>FY 2011/12- 2014/15</u> 1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options	TFB	Subject to funding in annual budgets or grant funding	By whether the Islands Trust Fund is actively promoting its conservation programs at community events, in publications and online	Ongoing
		<u>FY 2012/13 – 2013/14</u> 1.1.2 Share information about best practices for covenants and NAPTEP with all planning staff	TFB	Funded by base budget	By whether planners have been provided with covenant education opportunities and whether information is available through the Islands Trust Fund website	Website information complete <i>NAPTEP info shared;</i> ITF presentation to LPS not started
		<u>FY 2012/13 – 2014/15</u> 1.1.3 Improve and update mapping of natural and modified environments, including terrestrial ecosystem mapping, protected area networks, nearshore mapping and areas under sustainable forestry or sustainable agricultural use.	TFB	Funded by program budget in 2013/14 \$22K for eelgrass mapping; \$10K for forage fish mapping Further work subject to 2014/15 budget \$25K for eelgrass mapping	By whether maps of natural and modified environments are available to LTC's and BIM, RDs, local conservancies and other partners	Draft Protected Area Network mapping available; eelgrass mapping completed for Gambier, Thetis, Thetis associated islands, Lasqueti, North Pender, South Pender, Mayne <i>Ballenas-Winchelsea, Bowen, Denman, Gabriola, Galiano, Gambier Associated Islands (excluding Thormanbies), and Hornby.</i> Forage fish habitat mapping completed for North and South Pender; <i>Denman, Hornby and Thetis near complete.</i>
		<u>FY 2013/14-2014/15</u> 1.1.4 Research and develop a pilot landowner contact program in collaboration with a local	TFB	Subject to external funding	By whether a landowner contact pilot program is implemented	Planning in progress

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		conservancy					
		FY 2011/12 - 2014/15 1.1.5 Support island-based land trusts with partnerships, funding and capacity building opportunities	TFB		Funded by base budget and donations	By whether the Opportunity Fund grows by at least 10% per year and by the amount of grants issued	Recent grants awarded to Pender Island Conservancy (\$5,000), Salt Spring Island Conservancy (\$5,000) and Mayne Island Conservancy (\$3450)
		FY 2013/14 1.1.6 Council workshop regarding invasive species	TFB		Funded by base budget	By whether a Trust Council workshop has been held	Complete
		FY 2013/14 - 2014/15 1.1.7 Share information with the public about managing invasive species	TFB		Funded by base budget	By whether information has been shared with the public	Complete
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	FY 2012/13 1.2.1 Present NAPTEP program to BIM Council for consideration	TFB	BIM***	Funded by base budget	By whether or not BIM has considered participating in the NAPTEP program	Complete. BIM declined for current term
		FY 2013/14 1.2.2 Seek support from Metro Vancouver RD for NAPTEP.	TFB		Funded by base budget	By whether support from Metro Vancouver RD (MVRD) has been sought	Complete
		FY 2013/14 - 2014/15 1.2.3 Launch NAPTEP on the islands in MVRDRD (subject to BIM and MVRD approval)	TFB		Funded by base budget	By whether NAPTEP has been launched on the islands within the MVRD	Complete. Program launched on Gambier LTC islands. BIM declined for current term.
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	PHASE 1 - Identify watersheds FY 2013-14 - 2014/15 1.3.1 Identify RAR watersheds on Gambier, Hornby and Lasqueti	LTCs**		Subject to budget	By whether all RAR watersheds on Gambier, Hornby and Lasqueti have been identified	Mapping complete for Hornby
		PHASE 2 - Improve mapping FY 2012/13 1.3.2 Improve mapping of some riparian areas on SSI	LTCs**		Funded by 2012/13 program budget	By whether new mapping of priority riparian areas is complete	Complete
		FY 2013/14 1.3.3 Improve mapping of additional riparian areas on Denman, Hornby and all remaining riparian areas on Salt Spring islands	LTCs**		Funded in 2013/14 program budget \$71,000 RAR budget \$30,000 Sci/Tech budget	By whether new mapping of riparian areas is complete	Mapping complete for Denman, Hornby. Peer review planned for SSI for all known RAR watersheds
		FY 2014/15 1.3.4 Improve mapping of additional riparian areas in Gambier LTA	LTCs**		Subject to 2014/15 program budget (\$30,000 mapping on Gambier)	By whether new mapping of riparian areas is complete	Not due Not started

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		<u>PHASE 3 – Adopt bylaws FY 2012/13 - 2013/14</u> 1.3.5 Adopt new bylaws to implement RAR on selected islands (Gabriola, Lasqueti, Mayne, Saturna, Thetis)	LTCs**		Funded by 2013/14 program budget	By whether Gabriola, Lasqueti, Mayne Saturna and Thetis are RAR compliant through bylaw development	Saturna complete. <i>Gabriola public hearing scheduled for Mar/14.</i> Lasqueti & Thetis in progress. Mayne resolved to not proceed with adoption of bylaws
		<u>FY 2014/15</u> 1.3.6 Adopt new bylaws to implement RAR on all islands where still required (Ballenas/Winchelsea, Denman, Hornby, and Salt Spring)	LTCs**		Subject to 2014/15 program budget (\$17,500)	By whether Ballenas/Winchelsea, Denman, Hornby and Salt Spring are compliant with RAR through bylaw development	Not due Not started
		<u>FY 2015/16 - ?</u> 1.3.7 Adopt new bylaws to implement RAR on all Lasqueti and Gambier watersheds	LTCs**		Subject to 2015/16 program budget	By whether all Gambier and Lasqueti watersheds are compliant with RAR through bylaw development	Not due Not started
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	<u>FY 2012/13 – 2014/15</u> 1.4.1 Seek legislative change regarding TFB corporate structure and name	EC	TFB	Funded by base budget	By whether legislative change has been requested	Chair correspondence sent Nov/12. Initial response received Feb/13. Further meeting sought
		<u>FY 2011/12 – 2014/15</u> 1.4.2 Engage in outreach to expand donor base, develop legacy giving program and secure acquisition funds	TFB*		Partially funded through 2012/13 program budget	By whether the TFB has implemented outreach regarding funding needs and legacy gifts	Information package re Planned Giving distributed to estate planners
		<u>FY 2014/15</u> 1.4.3 Develop and implement strategy re changes to corporate structure and name	TFB		Subject to 2014/15 program budget	By whether TFB corporate status and name change has been implemented	Not started. Not due unless province makes legislative changes
		<u>FY 2015/16</u> 1.4.4 Review and launch long-term funding strategy	TFB		Subject to 2015/16 program budget	By whether the long-term funding strategy has been reviewed and launched	Not started. Not due unless province makes legislative changes
	1.5 Establish core conservation areas to protect biodiversity priorities	<u>FY 2011/12- 2013/14</u> 1.5.1 Map and prioritize high biodiversity areas and develop a strategy for protection	TFB		Funded by base budget	By whether the TFB has a prioritized high biodiversity areas, and developed a strategy including a funding needs assessment)	Mapping finalized; <i>strategy in development</i>
		<u>FY 2011/12 – 2014/15</u> 1.5.2 Protect land with high biodiversity, through acquisition, donation, or conservation covenant	TFB*		Partial funding through base budget; acquisitions funded by donations and external grants	By whether the TFB has protected at least 500 hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2015	133 hectares protected since 2011
		1.5.3 Participate in Coastal Douglas Fir and Association	LTCs**		Funded by base budget	By whether one LTC is actively participating	Galiano LTC participating

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **	
		Ecosystem Conservation Partnership						
	1.6 Reduce greenhouse gas emissions	<u>FY 2012/13 - 2014/15</u> 1.6.1 Use new planning tools (Bill 27) to reduce greenhouse gas emissions to implement OCP policies LTCs adopted last term (e.g. as illustrated in Council toolkit Reducing Greenhouse Gases in the Islands Trust Area)	LTCs**/BIM***		Funded in 2013/14 annual budget	By whether LTCs/BIM have used new planning tools to foster reduced GHG emissions from development	Gabriola has bylaw drafted and is in consultation phase to implement OCP policies	
		<u>FY 2012/13 – 2013/14</u> 1.6.2 Develop policy regarding carbon-neutral operations and purchase of carbon credits to balance GHG emissions that cannot be eliminated	FPC		Funded by base budget	By whether Trust Council has adopted a policy	Complete	
		<u>FY 2013/14 - 2014/15</u> 1.6.3 Develop a Renewable Energy Tool Kit	LPC		Funded by base budget	By whether elements of a Renewable Energy Tool Kit have been developed	Two reports complete: (Domestic Small Scale Wind Energy and Ocean Based Geo-Exchange)	
2. PROTECT coastal and marine ecosystems	2.1 Encourage understanding of shoreline processes and voluntary stewardship of coastal and marine ecosystems	<u>FY 2012/13</u> 2.1.1 Develop integrated shoreline and watershed protection mapping for major islands	LPC		Funded by external grants	By whether integrated shoreline and watershed protection mapping has been developed for major islands	Complete	
		<u>FY 2013/14</u> 2.1.2 Identify and post updated website links regarding existing shoreline stewardship information	TAS		Funded by base budget	By whether website links have been updated	Complete	
		<u>FY 2013/14 - 2014/15</u> 2.1.3. Pilot a Green Shores for Homes credit rating incentive system in one LTA	LTCs**	LPC	Funded by base budget and grant funds	By whether an LTC has piloted a Green Shores for Homes credit rating incentive system	Pilot underway on Thetis with LPC support.	
	2.2 Participate in planning for National Marine Conservation Area Reserve	<u>FY 2011/12 – 2013/14</u> 2.2.1 Advocate for implementation of the NMCA reserve	EC		Funded by base budget	By whether the EC has continued to actively advocate for implementation of the NMCA reserve	Resolution supported by TC in Dec 2012 Feb 2013 Chair letters to Ministers Lake & Kent	
		2.2.2 Participate in NMCA workshops and consultation opportunities	LTCs **	TAS	EC	Funded by base budget	By level of participation in NMCA workshops and consultation opportunities	Complete. No further LTC input needed at this time.
		<u>Future fiscal years (TBD)</u> 2.2.3 Respond to NMCA implementation steps with complementary activities, as required	LTCs**		May require additional funds	TBD	Not due Not started	

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
	2.3 Advocate for protection of the Salish Sea and Howe Sound from oil spills, derelict vessels and industrial activities	<u>FY 2011/12 – 2014/15</u> 2.3.1 Chair correspondence regarding oil spill prevention and response	EC	Funded by base budget	By whether the Chair has sent correspondence to advocate for oil spill prevention and response	2011:7 letters sent 2012:1 letters sent 2013: 3 letters sent Related resolutions passed at UBCM 2012 and AVICC 2013 conventions
		2.3.2 Chair participation through a 'letter of comment' to hearings related to Kinder Morgan tanker traffic	EC	Funded by base budget	By whether the Chair has sent a letter of comment regarding the Kinder Morgan pipeline proposal	<i>Application to Participate as a commenter complete</i>
		2.3.3 Chair participation in <i>oral</i> hearings related to tanker traffic increases	EC	Letter of comment would be funded by base budget	By whether the Chair has participated in <i>oral</i> hearings (i.e. Enbridge) related to tanker traffic increase	<i>Complete</i>
		2.3.4 Host local government workshops to raise awareness of gaps in oil spill prevention and response capacity	EC	Funded by base budget	By whether workshops have been held	One workshop held at AVICC. Jan 2013 Chair presentation to Regional District Nanaimo Board. 2013: Chair presentation at San Juan County marine managers workshop
		2.3.5 Participate in mock oil spill exercises to understand gaps in oil spill response capacity	EC	Funded by base budget	By whether participation has taken place	<i>Complete</i> Participation in two exercises in 2012
		<u>FY 2011/12 – 2014/15</u> 2.3.6 Continue to advocate for senior government solutions to derelict vessels	EC	Funded by base budget	By whether the Islands Trust has continued to advocate for derelict vessel solutions	Islands Trust participation on derelict vessel working group is on-going. Mar/13 Letter to minister seeking action on Transport Canada report Sept/13 Organized resolution, clinic and meeting with Minister at UBCM Sept and Nov/13 Chair correspondence. Trustees invited to contribute to federal inventory
		<u>FY 2011/12 – 2013/14</u> 2.3.7 Advocate regarding potential impacts of the proposed Raven Coal Mine upon Baynes Sound	EC	Funded by base budget	By whether the Executive Committee has advocated regarding the proposed Raven Coal Mine	<i>Complete</i> May/13 BC EAO rejected proposal as submitted

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		<u>FY 2012/13 – 2014/15</u> 2.3.8 Advocate regarding potential impacts of the proposed Burnco Gravel Mine upon Howe Sound	EC	Funded by base budget	By whether the <i>Chair</i> has written a letter to advocate regarding the proposed Burnco Gravel Mine	Complete <i>Chair correspondence sent (Oct/13)</i>
		<u>FY 2013/14 – 2014-15</u> 2.3.9 Advocate for a comprehensive Howe Sound management plan that ensures a balance between development and protection	EC	Funded by base budget	By whether the Chair has written in support of a comprehensive Howe Sound Management Plan	Participated in a minister meeting at UBCM and community meeting. <i>Support letter written. Awaiting specific request from community group. Participated in Cumulative Impact Framework webinar</i>
		2.3.10 Provide ecosystem sensitivity mapping data to partners advocating for Howe Sound management plan	TAS	Funded by base budget	By whether mapping data has been offered	Complete
		<u>FY 2013/14 – 2014/15</u> 2.3.11 Clarify jurisdictional issues related to Islands Trust Area boundary	EC	Funded by base budget	By whether a method to clarify jurisdictional issues has been implemented	Preliminary discussion with ministry staff Initial briefing prepared for EC. <i>Delayed by other TC and EC priorities</i>
	2.4 Advocate for appropriate regulation of aquaculture	<u>FY 2013/14 – 2014/15</u> 2.4.1 Meet with regulatory agencies responsible for shellfish activities in the Islands Trust Area	EC	Funded by base budget	By whether staff and the Executive Committee has met with regulatory agencies regarding shellfish activities	Staff meetings held Nov-Dec/13 <i>Preliminary briefings and legal advice to Executive Committee and DILTC complete</i>
	2.5 Advocate for effective regulation of marine sewage	<u>FY 2011/12 – 2014/15</u> 2.5.1 Chair correspondence regarding marine sewage regulation	EC	Funded by base budget	By whether the Chair has written to advocate for regulation of marine sewage	Research and mapping in progress. <i>Staff participated in stakeholders' meeting re Saanich Inlet</i>

Policy Statement Goal B: Stewardship of Island Resources...

TC	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
3. PROTECT quality and quantity of water resources	3.1 Encourage understanding and voluntary stewardship of water resources	<u>FY 2013/14</u> 3.1.1 Compile and web-post educational materials about water resources done by local groups	TPC	Funded by base budget	By whether educational materials have been compiled and posted.	Complete

TC	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
		3.1.2 Identify gaps and make recommendations about new educational materials about water resources.	TPC	Funded by base budget	By whether gaps have been identified and recommendations about new educational materials have been made	<i>Island water groups asked to identify gaps in resources</i>
	3.2 Advocate for provincial Water Act reform	<u>FY 2011/12 – 2013/14</u> 3.2.1 Continue to participate in Water Sustainability Act reform consultations	EC	Funded by base budget	By whether participation in Water Sustainability Act reform has taken place	<i>Input to Water Sustainability Act complete</i>
	3.3 Use land use planning tools and decisions to protect water quality and quantity	<u>FY 2013/14</u> 3.3.1 Develop toolkit including model Development Permit Areas for use by LTCs/BIM that illustrates options for using planning tools to protect water quality and quantity	LPC	Funded by 2013/14 program budget (\$2500)	By whether a toolkit has been developed	<i>Complete</i>
		<u>FY 2013/14 – 2014/15</u> 3.3.2 Amend OCPs to include new policies for water resource protection	LTCs**/BIM***	Funded in 2013/14 program budget	By whether OCPs have been amended to include new policies about water resource protection	Galiano DAI bylaw adopted - addresses water protection
		3.3.3 Amend LUBs to include new regulations aimed at protection of water quality and quantity	LTCs**/BIM***	Funded in 2013/14 program budget	By whether LUBs have been amended to include new regulations aimed at protection of water quality and quantity	Initial water reports completed on Galiano
	3.4 Explore alternative tools for improving watershed management	<u>FY 2012-13</u> 3.4.1. Identify options within the Islands Trust Act for coordination of watershed protection	EC	Funded by base budget	By whether options have been identified	<i>Complete</i>
		<u>FY 2013-14</u> 3.4.2 Consider pilot project for coordination of watershed protection within one LTA	LTCs**	Partially funded by base budget.	By whether a pilot project has been considered	<i>Complete St. Mary Lake Watershed Working Group formed on SS1. June/13 - TC adopted bylaw to delegate some TC coordination and advocacy powers to SSILTC.</i>

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	Completed
	In Progress – On Target
	Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs)
	In progress - Behind Target (e.g. not funded, delayed by other priorities, etc.)
	Not started – Behind target

Policy Statement Goal C: Sustain Island Character and Healthy Communities...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
4. ENHANCE community economic sustainability and security	4.1 Create linkages between islands and Regional Districts to share effective and appropriate economic sustainability models	<u>FY 2013/14</u> 4.1.1 Half day session on Trust Area economic sustainability at Dec 2013 Council in Victoria, inviting all EA reps	TPC	Funded by base budget	By whether a joint session has occurred	Complete
	4.2 Advocate for sustainable, affordable and appropriate ferry service	<u>FY 2013/14</u> 4.2.1 Develop and implement research program in support of advocacy program	TPC	Funded in 2013/14 program budget (\$20,000)	By whether a research program has been developed and implemented	Freedom of Information request complete
		<u>FY 2011/12 – 2014/15</u> 4.2.2 Continue advocacy program regarding ferry fares and service.	EC	Funded by base budget	By whether advocacy actions have been taken in regards to ferry fares and service	Submissions sent to Transportation Ministers Chair meetings with Premier, Transportation Ministers, opposition critics and ferry commissioner. <i>Fiscal Fairness campaign supported. Chair participating in UBCM sub-committee</i>
	4.3 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (as described in	<u>FY 2011/12 – 2014/15</u> 4.3.1 Amend OCPs to include affordable housing policies	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether OCPs have been amended to include new affordable housing policies	Hornby and Saturna considering OCP amendments. <i>SSI bylaw in progress to allow secondary suites and/or temporary portable homes.</i>

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
	Trust Council's toolkit, Community Housing Toolkit)	4.3.2 Amend LUBs to improve availability of affordable housing	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether LUBs have been amended to improve availability of affordable housing	SSI LUB amended to legalize secondary suites in some locations. Galiano, Mayne and N. Pender considering affordable/senior housing applications. Denman, Mayne and Saturna considering or drafting bylaw to allow secondary suites and/or dwelling units. SSI consulting with CRD re housing agreements.
	4.4 Use land use planning tools and decisions to increase local food security and farmland protection (as described in Trust Council's 2010 report, Exploring Food Security in the Trust Area)	<u>FY 2012/13 – 2014/15</u> 4.4.1 Amend OCPs to include food security and farmland protection policies	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether OCPs have been amended to address food security and farmland protection	<i>Gabriola OCP amendment drafted. Public consultation underway</i>
		4.4.2 Amend LUBs to improve food security	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether LUBs have been amended to improve food security	<i>Gabriola LUB amendment drafted. Public consultation underway</i>
	4.5 Use land use planning tools to promote socio-economic diversity	<u>FY 2013/14 – 2014/15</u> 4.5.1 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs in one LTA	LTCs**	Funded in 2013/14 program budget for one LTC (SSI) Funded requested in 2014/15 budget	By whether one LUB has been amended to ensure an appropriate supply of land zoned for emerging industrial and commercial needs	<i>Recommendations from SSI Industrial APC due March/14, including LUB amendments</i>
		4.5.2 Undertake background analysis regarding improved planning for Ganges Village, including Ganges Harbour	LTCs**	Funded in 2013/14 program budget for one LTC (SSI) Funded requested in 2014/15 budget	By whether background analysis work is proceeded	<i>Project charter and illustrative designs in preparation</i>

NOTE: Status column has now been colour coded to provide a quick visual indicator, as follows

	Not due to start or awaiting actions of others
	Completed
	In Progress – On Target
	Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs)
	In progress - Behind Target (e.g. not funded, delayed by other priorities, etc.)
	Not started – Behind target

Goal D: In cooperation with others...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
5. STRENGTHEN relations with First Nations	5.1 Improve engagement with First Nations	<u>FY 2011/12 – 2014/15</u> 5.1.1 Reallocate resources to enable adoption of a First Nations Engagement Strategy	TAS	LPS	Funded by 2011/12 program budget	By whether Trust Council has reallocated resources to enable adoption of a First Nations Engagement Strategy	<i>Resources not included in proposed budget</i>
		<u>FY 2012/13</u> 5.1.2 Trustee workshop on working with aboriginal peoples	EC		Funded by 2012/13 program budget	By whether a trustee workshop has been held	Complete
		<u>FY 2013/14</u> 5.1.3 Identify resource needs for improved FN engagement	EC		Funded by base budget	By whether the resource needs for improved engagement have been identified	Complete Resources not included in proposed budget
		<u>FY 2013/14-2014/15</u> 5.1.4 Implement First Nations liaison improvements at an informal political level	LTCs		Funded by base budget	By the number of meetings trustees have attended to improve liaison with First Nations level	Ballenas-Winchelsea LTC has added a work program item to improve engagement with Nanoose FN. DILTC and staff discussions held with Komoks FN. Chair liaison on-going.
6. IMPROVE organizational cost and operational effectiveness	6.1 Confirm a fair distribution of Islands Trust Services to Bowen Island Municipality	<u>FY 2012/13</u> 6.1.1 Review and amend Policy 7.2.vi (Municipal Requisition Cost Allocations)	FPC		Funded by base budget	By whether Policy 7.2.vi has been amended	Complete
		<u>FY 2012/13 – 2014/15</u> 6.1.2 Identify Bowen Island Municipality needs for services provided by Trust Area Services unit	TAS		Funded by base budget	By whether BIM needs for TAS services have been identified	Initial discussion held Sep/12. Chair follow up sent Oct/12 and Jan/13 Awaiting BIM response
		6.1.3 Identify improved opportunities for BIM to access services provided through Trust Area Services unit	TAS		Funded by base budget	By whether opportunities for BIM to access TAS services have been identified	Pending requests from BIM Staff follow up e-mail to CAO sent Jan/13

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
							Awaiting BIM response
		6.1.4 Review budget lines to ensure accurate allocation of costs	FPC		Funded by base budget	By whether budget lines have been reviewed	Complete Municipal Requisition policy amended Dec/13
		<u>FY 2013/14</u> 6.1.5 Provide additional TAS services to BIM	TAS		Funded by base budget	By whether BIM is accessing additional TAS services as identified	Improved notice of IT items to BIM. Pending requests from BIM. BIM staff invited to training opportunities.
	6.3 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island (if province advances a provincial restructure study for SSI)	<u>FY 2013/14</u> 6.3.1 Provide input into provincial study that assesses impact on Islands Trust of the potential incorporation of Salt Spring Island and identifies alternative adaptation strategies	EC		Funded and managed by province	By whether input has been provided	In progress. Input into study terms of reference complete. Response to initial info requests from consultant complete. Pending further action from province
		<u>FY 2014/15 – ?</u> 6.3.2 Consider options and adopt an adaptation strategy, for Islands Trust to implement in the event of municipal incorporation of Salt Spring Island	FPC	EC	Subject to future budgets	By whether options for an adaptation strategy have been considered and a preferred strategy adopted by Trust Council.	Not started. Not due unless a SSI restructure study is launched and is nearing completion
		<u>FY 2015/16(?) - ?</u> 6.3.3 Implement adopted adaptation strategy	EC		Subject to future budgets	By whether an strategy has been implemented to adapt to incorporation of SSI	Not started Not due unless SSI community passes a referendum to incorporate as a municipality
		<u>FY 2014/15(?)</u> 6.3.4 Review existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area	EC		Funded by base budget	By whether the protocol agreement with the ministry has been reviewed and amended	Not started Not due unless a SSI restructure study is launched
	6.4 Review service delivery regarding application processing	<u>FY 2014/15</u> 6.4.1 Consider development and use of a quality	LTC**		Funded by base budget	By whether a quality management system has been considered by the SSILTC for	Not started Not due

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
		management system pilot on Salt Spring Island for processing of development applications			one type of application process	

* subject to decisions of Trust Fund Board

**subject to decisions of local trust committees

***subject to decisions of Bowen Island Municipality

Abbreviations:

AVICC – Assoc. of Vancouver Island Coastal Communities
 BIM – Bowen Island Municipality
 EC – Executive Committee
 FN – First Nations
 FPC – Financial Planning Committee
 FY – Fiscal Year
 IT – Islands Trust
 ITF – Islands Trust Fund
 ITPS – Islands Trust Policy Statement
 LGA – Local Government Act
 LPC – Local Planning Committee

LPS – Local Planning Services
 LTA – Local Trust Area
 LTC – Local Trust Committee
 LUB – Land Use Bylaw
 MCSCD – Ministry of Community, Sport and Cultural Development
 MVRD – Metro Vancouver Regional District
 NA – Not Applicable
 NEB – National Energy Board
 NAPTEP – Natural Area Protection Tax Exemption Program
 NMCA – National Marine Conservation Area

OCP – Official Community Plan
 ProD – Professional Development
 RAR – Riparian Areas Regulation
 RD – Regional District
 RFD – Request for Decision
 SSI – Salt Spring Island
 TAS – Trust Area Services
 TBD – To Be Determined
 TC – Trust Council
 TFB – Trust Fund Board
 TPC – Trust Programs Committee
 UBCM – Union of BC Municipalities

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www.islandstrust.bc.ca

Colour Key for Middle Column:

Colour	Potential committee / unit / body taking lead for a potential strategy
	Local Planning (through Local Planning Committee, Local Planning Services staff, Local Trust Committees or Bowen Island Municipality)
	Trust Programs Committee or Trust Area Services staff
	Executive Committee
	Trust Fund Board or Islands Trust Fund staff
	Financial Planning Committee

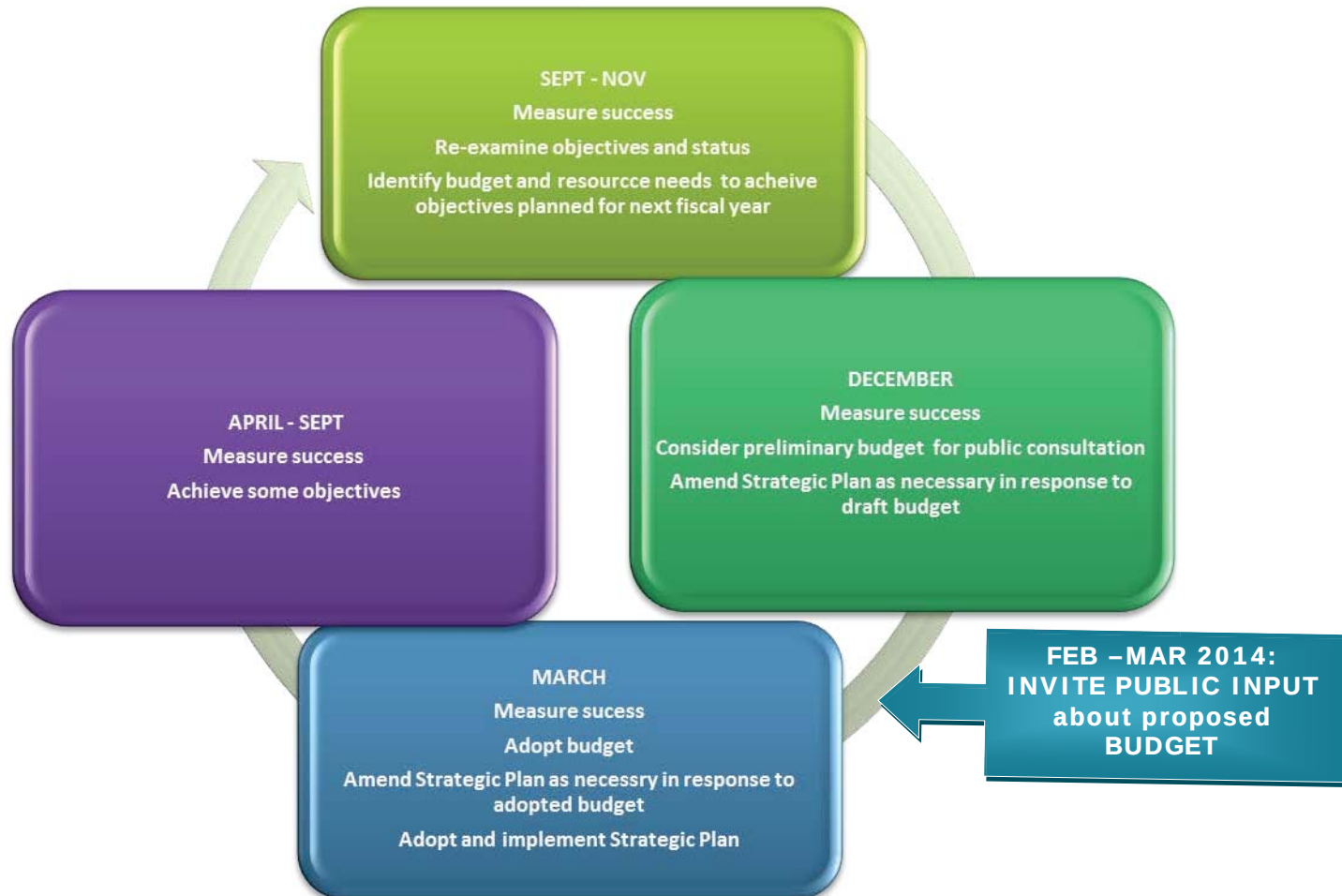
**** Colour Key for Status Column:**

Colour	Status Description
	Not due to start or awaiting actions of others
	Completed
	In Progress – On Target
	Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs)
	In progress - Behind target (e.g. not funded, delayed by other priorities, etc.)
	Not started – Behind target



Islands Trust

Summary of Strategic Planning Process



BRIEFING

To: Trust Council **For the Meeting of:** March 4-6, 2014

From: Select Committee on Trust Council Input into Future CAO Appointments **Date prepared:** February 6, 2014

File No.: **TC Select Committees**

SUBJECT: OPTIONS RELATED TO TRUST COUNCIL INPUT INTO FUTURE CAO APPOINTMENTS

DESCRIPTION OF ISSUE:

Identification and further information about options that would provide for input from Trust Council into future appointments to the position of Islands Trust Chief Administrative Officer (CAO).

BACKGROUND:

- Section 8(d) of the [Islands Trust Act](#) requires the Islands Trust Council to appoint officers and other employees, in accordance with Section 17 of the *Act*, which provides further details and conditions on this requirement. For example, the power to appoint employees is subject to the *Public Service Act*¹.
- Section 10 of the *Islands Trust Act* enables Trust Council to delegate its powers and responsibilities under Section 8(d) of the *Act*, subject to any restriction or conditions specified in the bylaw.
- Section 21(1)(c) of the *Islands Trust Act* requires the Executive Committee to carry out any other duties that Trust Council directs. Such direction may occur through resolution, rather than bylaw.
- On April 11, 1990, Trust Council adopted [Bylaw 3](#), cited as 'Islands Trust Council Administration Bylaw, 1990'.
- Through Bylaw 3, Trust Council has delegated its responsibilities regarding the appointment of officers and employees to the Islands Trust Executive Committee. Bylaw 3 does not specify any related restrictions or conditions on Trust Council's delegation to the Executive Committee. However, the Executive Committee's use of these powers is also subject to the *Public Service Act*, as noted above and in Footnote 1.
- On March 12, 1994, Trust Council passed a resolution adopting [Policy 2.4.i – Executive Committee Terms of Reference](#), to outline the roles and responsibilities of the Executive Committee.
- Section 8.2 of Policy 2.4.i gives the Executive Committee the responsibility to: *'coordinate recruitment, appraisal, discipline and/or termination actions associated with*

¹ It is important to note that the *Public Service Act* in turn, indicates that it is the head of the Public Service Agency (PSA) who is actually 'responsible for personnel management in the public service including...(c) **recruiting, selecting and appointing, or providing for the recruitment, selection and appointment of, persons to or within the public service**'. Section 6 of the *Public Service Act* enables the PSA head to delegate any of their powers, duties or functions to...an employee of any organization to which the *Public Service Act* applies. In regards to the Islands Trust, PSA advisors indicate that the Islands Trust Council has the authority to appoint the organization's 'Senior Officer', called the Chief Administrative Officer. The PSA head has delegated a number of human resource management powers to the Islands Trust CAO position, including the power to recruit all other staff. The Executive Committee appoints specific employees to 'officer' positions, such as the Treasurer and Secretary positions.

the Executive Director (i.e. CAO) in consultation with Trust Council as required'. This section is somewhat unclear, in that it does not indicate under what circumstances the Executive Committee might be *required* to consult with Trust Council. Given that Bylaw 3 has delegated appointments to the Executive Committee without restrictions or conditions (other than those implied by the *Public Service Act*), Section 8.2 of Policy 2.4.i could be read to mean that it is the Executive Committee that would determine if and when consultation with Trust Council is required.

- Consistent with the responsibilities delegated to it by Bylaw 3, the Executive Committee has recently adopted Policy 8.4.1 – Chief Administrative Officer Contingency Succession Plan <http://www.islandstrust.bc.ca/media/225550/84iCAOcontingencysuccessionplan.pdf>. It guides Executive Committee actions in the event of an unplanned and extended absence of the CAO. The plan does not indicate that the Executive Committee has an obligation to consult with Trust Council with regard to CAO appointments, although it suggests that the Executive Committee could decide to include other trustees in a future 'CAO Transition and Search Committee'.
- After considering the current situation in September 2013, Trust Council passed the following resolution: *"That the Islands Trust Council establish a select committee, to be comprised of Trustees Hagedorn, Law, Morrison, Crumblehulme, Grove, French, Montague and Brent, and request it to make recommendations regarding potential amendments to Islands Trust Council Administration Bylaw, 1990 (Bylaw 3) and Trust Council Policy 2.4.1 – Executive Committee Terms of Reference that would provide for input from Trust Council into future appointments to the position of Islands Trust Chief Administrative Officer"*.
- Trust Council later passed two Resolutions without Meetings to add additional members to the Select Committee – Trustees Steeves and Stone. Trustees French and Hagedorn have since resigned from the Committee.
- At its first meeting (November 12, 2013), the Select Committee reviewed an evaluation matrix (attached to this briefing as Attachment 1), prepared by staff, that identified some potential options that would provide for Trust Council's input into the hiring process. These options were identified in a manner that they could dovetail with the Public Service Agency's hiring process. That hiring process is described in more detail in a separate briefing (dated January 29, 2014), included as Attachment 2. The matrix in attachment 1 also identified some preliminary criteria that could be used to evaluate the identified options.
- Following discussion of the various options, the Select Committee passed the following resolution in relation to the various options identified:
"That the Committee ask staff to draft a report focusing on Option E (Trust Council rescinds delegation to Executive Committee and appoints a Select Hiring Committee, including all Executive Committee members; Trust Council delegates selection process to Hiring Committee, with conditions) and prepare recommendations regarding membership on a Select Hiring Committee and the conditions that should apply if Trust Council delegates the hiring function to such a committee."
- At a subsequent meeting on January 14 2014, the Select Committee further considered Option 'E', particularly as it compared to Option 'B'. Before proceeding further with its task, the Committee determined that it should provide a briefing to Trust Council, and seek further input before further evaluating these two options.
- During its review of this briefing on February 5, 2014, the Select Committee passed the following resolutions to indicate its recommendations regarding options identified in the attached Tables 1 and 2:
 - o Regarding Table 1:
 - *That the Select Committee recommend to Trust Council that it explore Option E (Trust Council rescinds delegation to Executive Committee and appoints a Select Hiring Committee, including all Executive Committee members; Trust Council delegates selection process to Hiring Committee, with conditions) and that the CAO Hiring Committee consist of all Executive Committee members plus other appointees to be determined by Trust Council.*
 - o Regarding Table 2:
 - *That the Select Committee recommend to Trust Council that in order to maximize consultation with Trust Council on the CAO hiring process that Options 2.1, 2.3*

and 2.4 in Table 2 be combined, including amending Trust Council's Meeting Procedures Bylaw to allow for electronic meeting so as to enhance Trust Council's input to the hiring process.

- The purpose of this briefing is to identify some of the issues the Committee has identified in regards to these two options, and to seek further direction from Trust Council regarding them.
- *Note: When Trust Council established the Select Committee in September 2013, it did so on the understanding that the work on the committee would consume approximately 1 to 1.5 days (7-11 hours) of staff time. To date (to completion of this briefing for Trust Council), approximately 35 hours of senior staff time have been consumed, and approximately 8 hours of administrative support staff time (meeting logistics, agenda preparation, minutes, etc.)*

DISCUSSION

BC Public Service Recruitment Process

- As Islands Trust staff are hired subject to the *Public Service Act*, the hiring process (recruitment, selection and appointment) used (as opposed to the actual decision) is largely determined by the Public Service Agency (PSA) and is subject to audit by the [BC Merit Commissioner](#).
- The process for hiring of staff to the BC Public Service is a formal 8-step process, guided by the *Public Service Act*, PSA policies and the BC Merit Commissioner.
- The PSA hiring process is currently summarized by PSA on its website.² More information about each step of the hiring process (as it is currently designed) is also available in the same location.
- Opportunities for Trust Council 'input' into the hiring process will likely occur by
 - o a. determining who will make up the body responsible for coordinating the recruitment and selection process
 - o b. determining which body will make the final decision to appoint a candidate.
 - o c. providing input as the selection phase of the hiring process is fine-tuned. For example, Trust Council could give input into the specific interview questions or work simulation exercises used to screen staff. To ensure a merit-based process, any such input from Trust Council's would need to be consistent with the permitted Selection Criteria (see Attachment 2) for further discussion of permitted Selection Criteria).
- Further information about the BC Public Service Agency's hiring process is provided in Attachment 2.

Options for Trust Council Input into the CAO Recruitment and Hiring Process

- As indicated in Attachment 1, Option 'B' is described as follows:
 - o *Trust Council delegates the CAO selection process to the Executive Committee with conditions (e.g. that it consult with Trust Council in advance and/or seek ratification before finalizing an offer).*
 - o *Four members of Trust Council (i.e. the Executive Committee) are responsible for the selection process and must consult with Trust Council.*
 - o *Degree of consultation with Trust Council is determined by Trust Council (through conditions it places on the Executive Committee)*
- Also as indicated in Attachment 1, Option 'E' is described as follows:
 - o *Trust Council rescinds delegation to Executive Committee and appoints a Select Hiring Committee, including all Executive Committee members. Trust Council*

² Since October 2013, a 'managed staffing strategy' is in place across the BC Public Service. Until it is lifted, hiring for the CAO position would require approval by the Deputy Minister of Community Sport and Cultural Development. This situation is understood to be temporary. All Islands Trust hiring requests to the Deputy Minister have been approved to date and the CAO is now able to provide the necessary approvals for all other Islands Trust staff hiring actions.

delegates the CAO selection process to the Select Hiring Committee, with conditions (e.g. that it consult with Trust Council in advance and/or seek ratification before finalizing offer).

- o *Degree of consultation of Trust Council is determined by Trust Council (through the conditions Trust Council places on the Select Hiring Committee).*
- o *Number of Trust Council members involved in selection process is determined by Trust Council when the Select Hiring Committee is formed.*

Select Committee Recommendations

While the Select Committee (on Trust Council Input into Future CAO Appointments) is seeking further feedback from Trust Council before continuing with its task, it has made some preliminary recommendations regarding some aspects, as identified in Tables 1 and 2. These are described below:

- Table 1 identifies and compares the two options that the Select Committee has focused on, in regards to the membership of the 'recruitment and selection body' that would coordinate recruitment for a future CAO. The recruitment and selection body may be different from the body that makes a final decision to appoint.
 - o In Table 1, the Section Committee recommends Option 'E'.
- Table 2 identifies Options through which the 'recruitment and selection body' could consult with Trust Council BEFORE or EARLY in the CAO Recruitment and Selection Process.
 - o In Table 2, the Select Committee recommends a combination of Options 2-1, 2-2 and 2-4.
- Table 3 identifies Options for Bodies Responsible for Making a Final CAO Appointment Decision.
 - o In Table 3, the Select Committee has not yet determined a recommendation and is seeking further input from Trust Council.

ATTACHMENT(S):

- Attachment 1 – Draft Potential Objectives and Options for Trust Council Input to Future CAO Appointments
- Attachment 2 – Briefing – January 29, 2014 -- BC Public Service Hiring Process and Resources - Summary

AVAILABLE OPTIONS:

1. Provide the Select Committee with feedback regarding its preliminary recommendations as illustrated in Tables 1 and 2 and regarding the various options identified in Table 3.
2. Provide the Select Committee with input on different topics related to its task.
3. Add additional scope to the work of the Select Committee.
4. Request the Select Committee not to proceed further with its task.

FOLLOW-UP:

To be determined by Trust Council.

Prepared By: Linda Adams
Chief Administrative Officer
Reviewed By/Date: Select Committee Chair Groves
February 7, 2014
Executive Committee
February 18, 2014

Table 1
Options for Bodies Responsible for a Future CAO Recruitment and Selection Process

Comparison Factors	Option 'B'	Option 'E'
		Recommended by Select Committee
Body responsible for coordinating CAO recruitment and selection process	Executive Committee	Select CAO Hiring Committee (special purpose committee created specifically for coordinating the CAO recruitment and selection process)
How members are selected	Elected by Trust Council at beginning of term	Appointed by Trust Council if/when a hiring process is required. Members consist of all Executive Committee members plus other appointees determined by Trust Council
Size of group	4 members	4 members of Executive Committee plus additional appointees to be determined by Trust Council (i.e. other members could be determined in advance through Terms of Reference, or determined on an ad hoc basis, as needed). Trust Council may wish to specify a maximum number of members.
How the option would be implemented	n/a (existing situation)	Amend Policy 2.4.i and Bylaw 3 to indicate the role of a Select Hiring Committee in the CAO recruitment and selection process Develop Terms of Reference for a Select CAO Hiring Committee*

* Must be consistent with Public Service Agency policies for hiring

Table 2
Options for Consulting with Trust Council BEFORE/EARLY in a CAO Recruitment and Selection Process

Comparison Factor	Option 2-1	Option 2-2	Option 2-3	Option 2-4
	Recommended by Select Committee		Recommended by Select Committee	Recommended by Select Committee
Format of consultation with Trust Council	Direct consultation at a regular Trust Council meeting	Consultation of Council Committees	Consultation through an electronic survey of trustees	Consultation at a special electronic meeting of Trust Council
Timing issues	Could be effective if the timing of a hiring process coincides with the regular meeting cycle. Recruitment could be delayed up to 3 months, depending upon timing of Trust Council meetings.	Consultation could take place at special electronic meetings of each Council committee to avoid delays, but would require consultation at 3 separate committee meetings. Trustees not involved in a Council committee could be contacted individually.	Consultation is not dependent on the regular meeting cycle. Most time would likely be spent by the recruiting committee in designing and analyzing responses to survey questions.	Consultation is not dependent upon the regular meeting cycle. Logistics for organizing a meeting are likely somewhat more complex than Option 2-3.
Nature of consultation**	Varies – would allow for a variety of consultation formats. Would involve a full Council discussion	Varies – would allow for a variety of consultation formats. Would <u>not</u> involve a full Council discussion	Would likely consist of answers to closed and open-ended questions*, as determined by the recruitment and selection committee.	Similar to Option 2-1, but through an electronic meeting, rather than in person
How the option would be implemented?	Amend Policy 2.4.i and potentially Bylaw 3 to require Trust Council consultation in advance of CAO recruitment and selection process Develop Terms of Reference for the CAO Recruitment Process that specifies the format for Trust Council consultation*	Amend Policy 2.4.i and potentially Bylaw 3 to require Trust Council consultation in advance of CAO recruitment and selection process Develop Terms of Reference for CAO Recruitment Process that specifies the format for Trust Council consultation*	Amend Policy 2.4.i and potentially Bylaw 3 to require Trust Council consultation in advance of CAO recruitment and selection process Develop Terms of Reference for CAO Recruitment Process that specifies the format for Trust Council consultation*	Amend Policy 2.4.i and potentially Bylaw 3 to require Trust Council consultation in advance of CAO recruitment and selection process Develop Terms of Reference for a CAO Recruitment Process that specifies the format for Trust Council consultation* Amend Trust Council Meeting Procedures Bylaw to allow for electronic meetings

* Must be consistent with Public Service Agency policies for recruitment and selection.

** Consultation with Trust Council regarding the recruitment and selection process would need to focus on the permitted Selection Criteria that are already identified in the CAO Position Description. For example, Trust Council could give advice about the relative 'weight' of various required skills and knowledge or the details of interview questions or other candidate screening tools. However, Trust Council could not recommend different Selection Criteria or identify factors that are unrelated to education, experience, knowledge, skills, abilities or competencies.

Table 3
Options for Bodies Responsible for Making a Final CAO *Appointment* Decision

Comparison Factor	Option 3-1 Recruitment and selection body is required to obtain Trust Council's consent before making an appointment offer	Option 3-2 Recruitment and selection body is empowered to make an appointment offer at the end of the recruitment and selection process, after early consultation with Trust Council	Option 3-3 Recruitment and selection body is empowered to make an employment offer at the end of the recruitment process, but must receive Trust Council consent before the end of the probationary process*
Trust Council's role in the final hiring decision	Trust Council makes the final hiring decision either at a regular meeting or by Resolution without Meeting	Trust Council influences the recruitment and selection process, but delegates the final appointment decision and offer to the body responsible for coordinating recruitment and selection (either Executive Committee or a Select CAO Hiring Committee)	As with Option 3-2, but Trust Council must approve before the hiring process is finally completed (i.e. at the end of the probationary period)
Timing Issues	The hiring process may be compromised if it is not timely (i.e. candidates may not wait for an offer to be finalized by Council's resolution). This option would be most effective if Trust Council was able to meet electronically	This option enables the recruiting body to respond quickly during a competitive recruitment and selection process, which could involve simultaneous negotiations with one or more candidate.	This option has the timing advantages of Option 3-2, but enables Trust Council to have the final 'say' in a hiring process. Would be most effective if the end of the probationary process lands not long after a regular Trust Council meeting, or if Trust Council can meet electronically
Ability to recruit top candidates	May be a constraint to recruiting candidates who may have offers from other organizations that can respond more quickly	Provides the most flexibility for the recruiting body to negotiate with candidates	Similar to Option 2.
How would the option be implemented?	Amend Policy 2.4.i and potentially Bylaw 3 to identify Trust Council as decision-making body in CAO recruitment process. Ideally, amend Trust Council Meeting Procedures Bylaw to allow for electronic meetings Possibly, develop Terms of Reference for the CAO Recruitment and Selection process that specifies the role of Trust Council*	Amend Policy 2.4.i and potentially Bylaw 3 to identify the recruiting body and require advance consultation with Trust Council Possibly, develop Terms of Reference for the CAO Recruitment and Selection process that specifies the role of Trust Council*	Amend Policy 2.4.i and potentially Bylaw 3 to identify the recruiting body and require approval of Trust Council before the probationary period ends. Ideally, amend Trust Council Meeting Procedures Bylaw to allow for electronic meetings. Possibly, develop Terms of Reference for the CAO Recruitment and Selection process that specifies the role of Trust Council*
Other			Requires consultation with the Public Service Agency regarding Trust Council's ability to 'reject on probation', a process guided by PSA policy. Would need to decide if the recruitment and selection body's role should continue through to completion of the probationary period.

* Must be consistent with Public Service Agency policies for recruitment and selection

Attachment 1 - DRAFT Potential Objectives and Options for Trust Council Input to Future CAO Appointments

Initial identification of objectives and options – for Select Committee’s first meeting – November 12, 2013

1 POTENTIAL CRITERIA (criteria used to evaluate alternative approaches identified along the top row) 	POTENTIAL MEASUREMENT (to assess how well each alternative option meets the criteria in column 1)	POTENTIAL OPTIONS						
		A (STATUS QUO) Trust Council delegates CAO selection process to EC without conditions	B Trust Council delegates CAO selection process to EC with conditions (e.g. that it consult with TC in advance and/or seek ratification before finalizing offer)	C Trust Council rescinds delegation to EC and is responsible for selection process itself	D Trust Council rescinds delegation to EC and appoints a Select Hiring Committee, including <u>all</u> EC. TC delegates selection process to Hiring Committee, without conditions	E Trust Council rescinds delegation to EC and appoints a Select Hiring Committee, including <u>all</u> EC members. TC delegates selection process to Hiring Committee, with conditions (e.g. that it consult with TC in advance and/or seek ratification before finalizing offer)	F Trust Council rescinds delegation to EC and appoints a Select Hiring Committee that includes one EC member. TC delegates selection process to Hiring Committee, without conditions	Other options?
FIRST CRITERIA TRUST COUNCIL INPUT TO PROCESS								
Maximizes Trust Council input into CAO appointment process	Degree to which Trust Council members have the opportunity to provide input	Four members of TC (EC) are responsible for selection process and may consult with TC	Four members of TC (EC) are responsible for selection process and must consult with TC. Degree of consultation of TC is determined by TC (through the conditions TC places on the Executive Committee)	All members of TC participate fully in selection process	Number of TC members involved in selection process is determined by TC when Hiring Committee is formed	Number of TC members involved in selection process is determined by TC when Hiring Committee is formed. Degree of consultation of TC is determined by TC (through the conditions TC places on the Hiring Committee)	Number of TC members involved in selection process is determined by TC when Hiring Committee is formed. Hiring Committee THEN determines the extent to which it would consult with TC	
Other?								

SECOND CRITERIA EFFECTIVE HIRING PROCESS								
Decision is made by a group that has a high level of knowledge about CAO duties, role and expectations	Level of knowledge that group has about CAO duties, role and expectations (*assumes timing is not at the beginning of a term)	All members have a high level of knowledge*	All members have a high level of knowledge*	EC members have a high level of knowledge. Other levels of knowledge vary*	EC members have a high level of knowledge; Other levels of knowledge vary*	EC members have a high level of knowledge; Other levels of knowledge vary*	Single EC member has a high level of knowledge. Other levels of knowledge vary*	
Decision is made by a group that has the ability to respond in a timely manner as hiring negotiations proceed	Degree to which group can meet readily to evaluate and negotiate with candidates (or a recruitment firm)	Meets regularly every 3 weeks and can call regular and special electronic meetings as needed	Meets regularly every 3 weeks and can call regular and special electronic meetings as needed Can consult with TC at regular TC meetings before, during and at end of hiring process	Meets regularly every 3 months . Can call special meetings as needed, but can be challenging to find a suitable time. Cannot currently hold electronic meetings (could be changed by amendment to TC meeting bylaw)	Meeting times can be established in advance, although can be challenging if the group is large. Can call regular and special electronic meetings as needed	Meeting times can be established in advance, although can be challenging if the group is large. Can call regular and special electronic meetings as needed Can consult with TC at regular TC meetings before, during and at end of hiring process	Meeting times can be established in advance, although can be challenging if the group is large. Can call regular and special electronic meetings as needed	
Other?								
THIRD CRITERIA COST EFFECTIVE HIRING PROCESS								
Costs of hiring process are minimized	Costs associated with Trust Council input into hiring process (exclusive of costs for advertising, retention of recruitment firm, etc.)	Costs would be primarily absorbed as Exec Meeting expense, with some additional electronic or in person meetings	Costs would be primarily absorbed as Exec Meeting expense, with some additional electronic or in person meetings Additional expenses may be incurred if consultation with TC cannot take place at TC's regular meetings	Would require significant additional meeting expenses for interview process and other decision meetings. Could be partially reduced if TC meeting bylaw is amended to permit electronic meetings.	Would require some additional meeting expenses for interview process and other decision meetings.	Would require some additional meeting expenses for interview process and other decision meetings. Additional expenses may be incurred if consultation with TC cannot take place at TC's regular meetings	Would require some additional meeting expenses for interview process and other decision meetings	
Hiring process is likely to result in a successful long-term CAO appointment without need to repeat process over the short term	High correlation between CAO selection process and identification of a successful CAO candidate	?	?	?	?	?	?	?
Other?								

BRIEFING

To: Select Committee on Trust Council input into Future CAO Appointments **For the Meeting of:** February 5, 2014

From: Linda Adams
Chief Administrative Officer **Date prepared:** January 29, 2014

File No.: TC Select
Committees

**SUBJECT: THE BC PUBLIC SERVICE HIRING PROCESS AND RESOURCES - SUMMARY
(FURTHER TO PREVIOUS BRIEFINGS)**

DESCRIPTION OF ISSUE: Background information for the Select Committee regarding the hiring process used within the BC Public Service Agency (PSA).

BACKGROUND: (to be read in conjunction with earlier briefings)

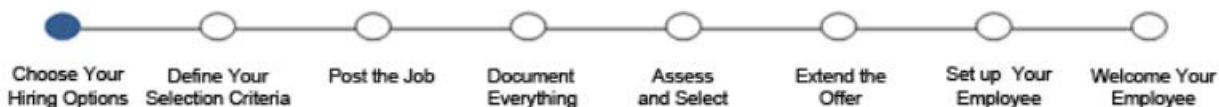
- The Select Committee on Trust Council input into Future CAO Appointments has been assigned the following task by the Islands Trust Council:
'to make recommendations regarding potential amendments to Islands Trust Council Administration Bylaw, 1990 (Bylaw 3) and Trust Council Policy 2.4.1 – Executive Committee Terms of Reference that would provide for input from Trust Council into future appointments to the position of Islands Trust Chief Administrative Officer'
- While initial discussions of the Select Committee have focused on the membership of the body that would recruit and decide about a future CAO appointment, discussions at Select Committee meetings have also touched on broader aspects of the actual hiring process.
- Although design of the entire CAO recruitment and hiring process is outside the scope of Select Committee's current work, knowledge of the required steps and elements may be useful for the Select Committee's deliberations about how to best provide for Trust Council's input.
- The purpose of this briefing is to provide the Select Committee with a summary of the PSA hiring process that guides all hiring processes at the Islands Trust.
- Staff have recently confirmed the contents of this briefing with representatives from the PSA, to ensure the information is up-to-date and accurate and would indeed apply to the hiring of a future CAO.
- At that time in the future when a 'hiring action' is required to fill the CAO position, the body responsible would need to confirm that its recruitment and hiring process is consistent with the PSA policies of the day.

DISCUSSION:

- Under s 17 of the *Islands Trust Act*, staff at the Islands are recruited, selected and appointed (or 'hired') subject to the [Public Service Act](#). The *Public Service Act* establishes the [BC Public Service Agency](#) (PSA) which plays a number of roles related to human resources at the Islands Trust.
- The Islands Trust Council has a continuing contract with the PSA, through which it delivers many of the Human Resource services that apply to Islands Trust staff. For example, PSA is the designated bargaining agent with union staff. Its policies, regulations and procedures address various personnel matters, including job classifications, salary

rates, recruitment and selection procedures, benefits, expense reimbursement, training opportunities, standards of conduct, dismissal and occupational health and safety.

- The *Public Service Act* also establishes the [BC Merit Commissioner](#), an officer of the legislature who has responsibilities for ensuring staff hired subject to the *Public Service Act* are appointed on the basis of merit.
- As Islands Trust staff are appointed subject to the *Public Service Act*, the recruitment and selection processes used (as opposed to the actual decision) are largely determined by the PSA and are subject to audit by the BC Merit Commissioner. Random audits of Islands Trust hiring processes take place approximately one or two times a year (and have all been approved).
- The process for hiring of staff to the BC Public Service is a formal 8-step process, as guided by the *Public Service Act*, PSA [policies](#) and the BC Merit Commissioner.
- The hiring process indicates the type of 'Selection Criteria' that may be used, the appropriate assessment and selection methodology, and how offers may be extended. The process is designed to ensure a fair and open recruitment procedure that leads to the appointment of non-partisan staff who are selected on the basis of merit (competence and ability to do the job). From the applicant's perspective, the process ensures that all applicants are treated fairly and experience a similar recruitment and selection process.
- Attachment A summarizes the [hiring process](#) as currently identified by PSA.¹ More information about each step of the [hiring process](#) (as it is currently designed) is available on the PSA website. The current hiring process is outlined as follows:



- As indicated in Attachment A, defining the 'Selection Criteria' occurs early in the hiring process and forms the basis for recruitment and selection.
- Selection Criteria that may be used are: education, experience, knowledge, skills, abilities and competencies. In most cases, these factors are already defined.
- Selection Criteria are based on the 'Position Description', which outlines the education, experience, knowledge and abilities, professional values and behavioral competencies required of the position. The Islands Trust CAO Position Description (as most recently approved by the PSA and the Executive Committee in November 2010 and provided to Trust Council at the beginning of each term) is included as Attachment B for illustration (see Page 5).
- After a job advertisement (also based on the Position Description and Selection Criteria) is posted and applications are received, the next step in the process is [Assessment and Selection](#). This phase typically includes
 - o developing a fair methodology and rating system that will be used for evaluating all applicants in accordance with the Selection Criteria
 - o reviewing and rating resumes in accordance the agreed-upon rating system to create a 'short list'
 - o conducting interviews, written tests and/or work simulation exercises to further rate applicants on the 'short list', in accordance with the defined Selection Criteria
 - o reference checks and reviews of past work samples for those who are being considered for an offer
 - o considering continuous service with the PSA
- Once an applicant has been selected as the successful candidate, the process also addresses offer letters, a review and feedback period for unsuccessful applicants, and

¹ Since October 2013, a 'managed staffing strategy' is in place across the BC Public Service. Until it is lifted, hiring for the CAO position would require approval by the Deputy Minister of Community Sport and Cultural Development. This situation is understood to be temporary, so may not apply to a future CAO hiring process. All Islands Trust hiring requests to the Deputy Minister have been approved to date and the CAO is now able to provide the necessary approvals for all other Islands Trust staff hiring actions.

the final confirmation letter. For some positions, this period may also include a security screening.

- While the recruitment and selection process is based on the Position Description and the pre-defined Selection Criteria noted above, the process can be tailored to address current challenges facing the organization and to ensure a good behavioral 'fit' with the organization. However, once the hiring process is underway, all applicants must be made aware of the criteria being used and all must be evaluated on a consistent basis. For example, the same interview questions or choice of work simulation exercises must be used for evaluating all short-listed applicants.
- Unsuccessful applicants from within the Public Service can appeal a hiring decision if they believe it was not fairly made on the basis of merit. In the case of the Islands Trust CAO position, such appeals would be initially adjudicated by the Deputy Minister for the Ministry of Community, Sport and Cultural Development, and ultimately, by the BC Merit Commissioner.
- It should also be noted that documents used in the hiring process are subject to the *Freedom of Information and Protection of Privacy Act*, meaning that unsuccessful applicants or interested members of the public could access documentation of the hiring process (subject to privacy sections of the *Act*) if they wished to review it.
- As the Select Committee has previously discussed, opportunities for Trust Council 'input' into the hiring process will likely occur by determining who makes up the body responsible for coordinating the hiring process and who is responsible for the final hiring decision. Input could also potentially occur as the selection methodology is fine-tuned. For example, specific interview questions or work simulation exercises could be developed on the basis of Trust Council's input, provided they were appropriately linked to the permitted Selection Criteria.
- As the hiring process is complex and subject to audit, the PSA provides professional support to the process. The PSA has confirmed that its executive recruitment specialists and strategists would be available to assist the Islands Trust with the CAO hiring process. The expertise of such staff could be used in conjunction with an external executive recruitment firm, however, an external firm would need to be aware of and ensure it was following the PSA hiring process. Staff understand that external executive recruitment firms familiar with the PSA hiring process are available and have been used during other hiring processes within the BC Public Service.
- As policies, procedures and conditions change, the details of a hiring process are normally designed once a 'hiring action' is required.

ATTACHMENT(S):

Attachment A – Public Service Agency Hiring Process

Attachment B – Islands Trust CAO Position Description

AVAILABLE OPTIONS:

1. Receive for information.
2. Determine whether this briefing should be forwarded to Trust Council for information (or whether the discussion on Page 3 of the Draft Briefing to Trust Council is sufficient)

FOLLOW-UP:

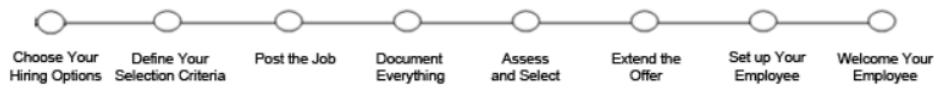
1. To be determined by the Select Committee.

Prepared By: Linda Adams
Chief Administrative Officer

Reviewed By/Date: N/A

cc. Islands Trust Executive Committee

Hiring Process for Hiring Managers



There is currently a hiring freeze on all non-critical positions across the BC Public Service. For details on filling vacancies, please read about the [hiring approval process](#).

Follow these steps to get a position posted, select a winner, confirm the offer and get your new employee set up:

1. Choose Your Hiring Options

The best staffing option considers both the current and future business needs of your organization. Choose options that save time and resources in the long run, so you can ensure availability of staff for the work that needs to be done for now and the future.

2. Define Your Selection Criteria

Whether you're going to post the position on the BC Public Service Job Postings site or not, your first step is to make sure the job profile or job description is accurate and up-to-date. This includes well defined qualifications.

3. Post the Job

Follow these simple instructions and get your job posted on the BC Public Service Job Postings site.

4. Document Everything

Hiring managers are responsible for documenting their entire hiring process. Before you get started you should understand what you will need to document. See the [Competition Kit](#) for easy reference.

5. Assess and Select

Find resources to help you conduct interviews and evaluate candidates. You will find information on screening and assessing applicants, past work performance, continuous service and an assessment resource page.

6. Extend the Offer

Once you've decided who you want to hire, there are more steps to complete:

- ▶ Offer Letter
- ▶ Regret Letters
- ▶ Review Period
- ▶ Providing Feedback
- ▶ Security Screening
- ▶ Confirmation Letter

7. Set up Your Employee

It's time to set up your new employee. Take care of all the little tasks to make sure your new employee has what they need to succeed.

8. Welcome Your Employee

It's time to welcome your new employee. Find orientation tips and suggestions here.



Islands Trust

POSITION DESCRIPTION

Islands Trust

POSITION TITLE:	Chief Administrative Officer	POSITION NUMBER(S):	36524
DIVISION: (e.g., Division, Region, Department)	NA		
UNIT: (e.g., Branch, Area, District)	EXEC	LOCATION:	Victoria
APPROVED CLASSIFICATION		CLASS CODE	NA
SUPERVISOR'S TITLE:	Islands Trust Executive Committee	POSITION NUMBER	NA
SUPERVISOR'S CLASSIFICATION:	Trustees	PHONE NUMBER:	Various

PROGRAM

The Islands Trust mandate is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of the province. The Islands Trust consists of 16 distinct political entities: the Trust Council, 13 Local Trust Committees and one Island Municipality, and the Trust Fund Board; that work in cooperation with municipalities, regional and improvement districts, provincial and federal agencies, and other organizations. Specifically, the larger Trust Council is composed of 26 elected trustees (two trustees from each Local Trust Area) and is responsible for upholding the Island Trust mandate and making decisions on overall policy, staff resources and budget for the Islands Trust. This Council elects an Executive Committee, comprised of a Chair and three Vice Chairs, to guide the daily operations and cooperative relations with other agencies. Each Local Trust Committee (LTC) and Bowen Island Municipality is composed of two elected trustees plus a member of the Executive Committee and is charged with land-use planning and regulation in their area of jurisdiction. Further, the Trust Fund Board, the land conservation arm, manages the Islands Trust Fund in order to preserve and protect significant natural and culture features in the Trust Area. To implement and support the initiatives of these 16 entities is the Islands Trust organization which is comprised of a Chief Administrative Officer, three directors, and a number of policy and land use planners, technical and communication specialists, and administrative employees who are located in Victoria, Gabriola and Salt Spring Island offices.

PURPOSE OF POSITION

The Chief Administrative Officer (CAO) provides strategic and operational support to the Islands Trust political bodies including the Executive Committee, the Islands Trust Council, the LTCs, and the Trust Fund Board. The position orients new trustees on roles and responsibilities, counsels on governance requirements and issues; and ensures continuous learning opportunities are provided on governance, land use and related considerations. The CAO also facilitates strategic planning sessions, recommends the best instruments for achieving strategic goals such as legislative amendments, policy or procedure development, and guides liaisons between trustees and other agency officials with common or overlapping interests. Further the CAO provides leadership to Islands Trust staff, encouraging a highly engaged workforce and a positive work environment, while providing oversight to the provision of professional, technical and administrative expertise and services necessary to support the Islands Trust Council, the LTCs and the Trust Fund Board. The incumbent collaborates with other agencies to promote cooperative approaches to land use initiatives/issues, and champions opportunities to be a high performing, progressive and responsive organization.

NATURE OF WORK AND POSITION LINKS

The Islands Trust area is composed of 13 major islands and more than 450 smaller islands, covering approximately 5200 square kilometres of land and water. This remarkable area is home to an exceptional variety of species of birds, fish, inter-tidal life, wildlife and plants. About 25,000 people live with the Trust Area. The purpose of the Islands Trust is to preserve and protect the Islands Trust Area and this position assists locally elected trustees who are part of each island community to plan land use and regulate development in the trust area. The range of the organization's responsibilities include preparation and adoption of Official Community Plans and land use regulations such as zoning, and subdivision bylaws, and authorization of certain Local Government Act permits.

The Islands Trust provides a dynamic working environment with 16 governance bodies and a number of trustees: 26 trustees on the Island Trust Council; three Vice-Chairs and a Chair on the Executive Committee, 12 – three person LTCs; and three trustees and three government appointees on the Trust Fund Board. These trustees are elected every three years and come from a variety backgrounds with varying levels of knowledge and skill sets.

Within this environment, the CAO ensures trustees understand governance issues such as administrative fairness, the separation of political vs. bureaucratic role/responsibilities as well as the legislation that directly influences operations, including: *Islands Trust Act* and regulations, *Local Government Act*, *Community Charter*, *Agricultural Land Reserve Act*, *Private Managed Forest Land Act*, *Freedom of Information and Protection of Privacy Act*, *Public Service Act* and *Ombudsperson Act* and how these Acts apply to Islands Trust. As well the CAO informs trustees and provides advice on land use policy and planning such as Official Community Plans and Development Permit Areas, and a variety of topical issues such as First Nations consultation and advocacy regarding Islands Trust policies with other levels of government. The CAO also counsels individual trustees on potential controversial issues such as administrative fairness, conflict of interest, receipt of gifts and influencing bureaucratic decision making, and how these situations should be managed or avoided.

The challenge of meeting the goals and requirements of 16 governance bodies given the finite fiscal and human resources, requires the CAO to mediate conflicts (i.e. trustee interests, employee workloads), manage expectations and recommend priorities based on impacts, resourcing and timelines. It is also challenging to ensure Islands Trust employees understand and respect island culture and to that end, the CAO champions opportunities to bring staff into the communities they serve. Key contacts:

- **Trustees and Committees** including the Islands Trust Council, Executive Committee, three standing committees of Council, LTCs and the Trust Fund Board: to provide strategic advice, counsel and operational support on governance and land use legislation, policy and procedures and financial planning; provide oversight of program and initiatives; and, manage issues.
- **Islands Trust Directors and Staff:** to lead staff and provide oversight to the planning, delivery and evaluation of local planning services, trust area services and administrative services.
- **Minister, Executive and Senior Managers of Community, Sport and Cultural Development:** to facilitate inter-governmental relations; inform and advocate for land use planning, administrative and governance legislation changes; influence policy; explain Islands Trust initiatives and issues; and, request a variety of ministerial approvals.
- **Executive and Senior Managers in Mandate Related Agencies** including: regional districts (seven); Provincial Ministries such as Transportation, Environment, Agriculture, Forests, Mines and Lands; the Public Service Agency and the Ombudsperson's Office; Federal Ministries such as Transport Canada, Industry Canada and, Parks Canada; other local governments such as Bowen Island Municipality and the USA's San Juan Island County Council: to build cooperative working relationships; collaborate, consult and exchange expertise in areas of common or overlapping interest; negotiate protocol and service agreements; and, advocate for Islands Trust initiatives, issues and resources.
- **Legal Representatives** at private law firms: to request and discuss legal advice, direct litigation activities and to address legal issues and lawsuits.
- **Stakeholders** including regional district electoral directors, Bowen Island Municipal Council Members, Members of the Legislative Assembly, Members of Parliament, First Nations Chiefs, managers and lawyers; other local government representatives and non-governmental organizations: to build cooperative relationships; collaborate, consult and exchange information on common/overlapping interest; negotiate agreements; and, resolve issues.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

1. Provides strategic support to the Trust Council and the Executive Committee in discharging its responsibilities. Establishes terms of reference, orients trustees on roles and responsibilities, organizes ongoing educational sessions on governance, land use planning and topical issues, interprets and advises on legislation, provides expertise, advice and recommendations on governance and strategic directions/matters, and counsels individual trustees on potentially controversial issues and how to avoid or manage these situations.
2. Organizes and attends quarterly Trust Council meetings, monthly and adhoc Executive Committee meetings and standing committee meetings such as the Financial Planning Committee. Oversees the preparation of the agenda, background information and guest speakers, provides expertise during the meeting, presents issues for consideration or decision (i.e. analysis and recommendations for policy issues, business cases for major expenditures) and directs follow up actions.
3. Oversees operational support to the 13 LTC's ensuring the provision of local planning and regulating resources, expertise and services. Oversees operational support to the Islands Trust Fund Board ensuring the provision of policy, ecosystem protection, fund management, property management and public relations resources, expertise and services.
4. Establishes and advises on a strategic planning framework and facilitates a strategic plan review every three years. Informs and guides the Executive Committee and Trust Council on resourcing levels (budget, staff and timelines) to

carry out objectives given competing priorities. Provides quarterly reports on progress, status and issues.

5. Guides the Islands Trust's liaison with political and executive level representatives from related agencies. Supervises the preparation of speaking points/background information, briefs/coaches Executive Committee or council representatives and attends meetings, explains and advocates for Island Trust initiatives/issues, and requests ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
6. Negotiates interagency protocol agreements (i.e. Industry Canada, regional districts and Bowen Island Municipal Council), and directs the maintenance and updating of these agreements. Encourages proactive outreach and relationship building opportunities and facilitates resolution of significant or high profile interagency issues.
7. Manages Islands Trust lawsuits (i.e. negligence), liaising between trustees and legal team, providing direction to lawyers, assisting with case preparation, and acting as an expert witness.

Corporate Accountabilities with Islands Trust Organization and Employees

8. Translates the Executive Committee and Trust Fund Board's strategic direction into an operational framework and oversees the formulation and implementation of legislation, policy and programs to meet strategic goals.
9. Provides oversight to the three Islands Trust operational programs:
 - Land Use Planning – development/amendment of land use policy, regulation and procedures, provision of planning, mapping (GIS) and bylaw enforcement expertise and services.
 - Trust Area Services – development of policies, strategies and procedures related to communication, advocacy, land acquisition, grant administration, First Nations relations, performance measurement, and implementation of the *Islands Trust Policy Statement*. Development of policy and procedures related to the Islands Trust Fund, including fundraising and grant administration, as well as, the provision of public relations, eco-system protection and property management expertise and services.
 - Corporate Services – management and delivery of financial, human resource, information systems and administrative expertise and services.
10. Leads the management team in determining the resources necessary (staff, budget and equipment) to meet strategic goals, building business cases, determining appropriate organizational structure, allocating and managing fiscal and human resources including hiring, training and managing employee performance.
11. Leads the management team in establishing annual work plans, determining employee roles and responsibilities, identifying work targets, strategies and performance measures. Provides oversight to the prioritization, implementation and delivery of targets based on strategic goals.
12. Provides leadership to a staff complement of approximately 50 employees located in three offices, promoting a positive work environment with high performing and engaged employees and sponsoring initiatives such as employee engagement surveys, island site visits and supervisory training.
13. Champions and leads change initiatives to ensure a progressive and responsive organization such as championing a green operations program, promoting cooperative working relationship with over 26 First Nations and implementing employee engagement measures and strategies.

Issue Management Accountabilities

14. On behalf of the Islands Trust, translates and presents land use information and issues to community officials and representatives. Investigates, and where possible resolves escalated issues with and between staff, trustees and other islanders. Identifies opportunities for compromises and mediates/negotiates solutions.
15. Manages and mediates intra-agency issues including disputes over jurisdiction, authority, application or implementation of policy and programs. Promotes the coordination of activities with other agencies and jurisdictions to ensure a consistent, harmonious and transparent approach.
16. Works with directors to develop and carry out issue management strategies and solutions.

FINANCIAL RESPONSIBILITY

Islands Trust has a budget of \$7 million a year.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	5	

Supervises staff through subordinate supervisors	45	
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PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role	# of FTE's	Role	# of FTE's
Supervises students or volunteers ☐		Provides formal training to other staff ☒	45
Lead project teams ☒	5-10	Assigns, monitors and examines the work of staff ☐	

TOOLS / EQUIPMENT

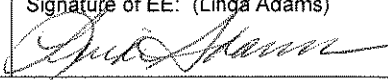
Proficient with Microsoft Office including Word, Excel and PowerPoint.

WORKING CONDITIONS

A dynamic political environment with 16 different legal entities, several sets of legislation, multiple interests and a diversity of issues.

Regular travel to all Island Trust areas to attend meetings and deliver presentations, work irregular hours and be on call for operational emergencies.

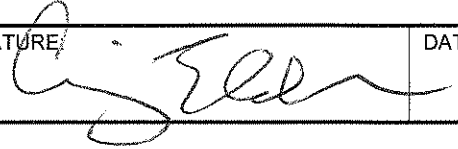
PREPARED BY

NAME: Linda Adams, CAO, and Cathy Leahy, TCG Consulting Group Inc.	DATE: November 2010	Signature of EE: (Linda Adams) 
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EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: Nov 2010.
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME: Craig Elder, Director Admin Svcs	SIGNATURE: 	DATE: January 20, 2011
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ORGANIZATION CHART

Chart has been attached

EDUCATION, EXPERIENCE, KNOWLEDGE and ABILITIES

- A degree in a related field such as land use management or public administration, and considerable current and progressive management or senior professional experience (a minimum of five years of experience gained over last 10 years). Prefer a related graduate degree.
- Demonstrated experience successfully working independently in a complex political or governmental environment with experience managing or developing and implementing policy, legislation and/or programs.
- Demonstrated experience and ability to lead and supervise staff, set goals, coach/mentor employees and team build.
- Demonstrated experience and ability to build cooperative working relationships and effectively liaise with a variety of internal and external stakeholders.
- Demonstrated experience and ability to negotiate, mediate and manage high profile issues and/or conflict.
- Demonstrated experience and ability to explain, and present high level policy, practices, and strategic plans both verbally and in writing, in a clear and concise style that is appropriate to the audience, including: delivering presentations to executives/senior management, island community representatives and stakeholder groups.
- Comprehensive knowledge of local government practices and the public sector environment with sound knowledge of the legislation, policies and current land use practices, initiatives and issues in B.C. and the Islands Trust mandate and issues.
- Considerable knowledge of strategic planning, human resource management, financial management and performance management.

PROFESSIONAL VALUES

Integrity – to uphold the Standards of Conduct for the BC Public Service and to do what is right as a professional public servant. This is the single overarching characteristic of the public service.

Courage – to take thoughtful risks on both people and ideas. Have strong bias for action; have imagination and empower others to take initiative even in uncertain environments. See possibilities for a future orientation.

Teamwork – to collaborate and value teamwork. Build trust by respecting the ideas and contributions of others; encourage new ideas and communicate how the work of the team contributes to larger goals. Set the tone for positive engagement of staff; support others in succeeding and share information freely as appropriate.

Passion – to have a passion for and take pride in work; excited about seeing ideas and people succeed; a model of motivation and a positive influence for others.

Accountability – to have a high standard of accountability. Set clear and measurable goals and measure success; stay focused on government priorities. Take responsibility for decisions and display persistence and tenacity to overcome obstacles.

Service – to value the service the organization provides with a clear focus on creating positive outcomes for citizens. Proactively work collaboratively across government to enable success. Value different viewpoints; and place organizational objectives ahead of personal goals.

LEADERSHIP BEHAVIORIAL COMPETENCIES AND VALUES

Vision – to position and structure the organization to maximize its effectiveness.

Strategic Thinking – to translate the vision into goals and strategies and support their accomplishment through facilitation and leading change.

Leading People – to motivate, empower and lead employees to accomplish goals and objectives, rewarding high performance, promoting empowerment, and developing employees, providing opportunities for growth and managing issues within the organization.

Stakeholder Relationships – to ensure the enhancement of organizational relationships with external partners and stakeholders. This includes building strategic alliances, managing conflicts among different stakeholders, negotiating effectively to derive optimum solutions and effectively communicating ideas, analyses and proposals to stakeholders.

Integrity and Authenticity – to model integrity and authenticity, build a culture of trust, integrity, risk taking and creative thinking in the organization through demonstrating personal integrity, using feedback to self improve, following through on commitments and acting consistently with the espoused values and culture of the organization.

BRIEFING

To: Trust Council

For the Meeting of: March 4 – 6, 2014

From: Executive Committee

Date prepared: February 11, 2014

File No.:

SUBJECT: ELECTION ADMINISTRATION FOR 2014

DESCRIPTION OF ISSUE: Overview of administration of Local Trustee elections in the upcoming 2014 General Local Elections and identification of potential changes to election legislation.

BACKGROUND:

- Islands Trust elections are administered in accordance with Islands Trust Council's Election Procedures Bylaw 124.
- Section 40 of the *Local Government Act* permits a local government to share in the costs of elections administration and to provide that all or part of the bylaws of another local government apply in respect to elections administration.
- Trust Council Bylaw 124 takes this approach for the Islands Trust's General Local Elections. It indicates that where there is an agreement in place between the Islands Trust and a Regional District, the agreement shall specify which parts of the elections administration bylaw of each party will apply to the election of local trustees, where each of the Regional Districts overlap with Local Trust Areas.
- By agreement, the following Regional Districts conduct Local Trustee elections:

- o Comox Valley Regional District - o Nanaimo Regional District - o Capital Regional District	- Denman and Hornby Islands Local Trust Areas - Gabriola Island Local Trust Area - Galiano, Mayne, North Pender, Salt Spring, South Pender and Saturna Islands Local Trust Areas
- o Sunshine Coast Regional District - o Metro Vancouver (GVRD) - o Powell River Regional District - o Cowichan Valley Regional District	- Gambier Island Local Trust Area - Bowyer and Passage Islands (part of Gambier LTA) - Lasqueti Island Local Trust Area - Thetis Island Local Trust Area
- The proposed budget for elections administration in 2014-15 is \$118,000. This amount is based on the previous costs of elections administration by Regional Districts. Trust Council's proposed budget for 2014-15 does not anticipate that the Islands Trust would hire its own elections administration staff. Coordination of contracts and any enhanced communications would be the responsibility of the Legislative Services Manager, with assistance from the communications specialist.
- Following receipt of recommendations of the joint Provincial and UBCM Local Government Elections Task Force in 2010, the Ministry of Community, Sport and Cultural Development has indicated that local government election rules will be modernized in two phases outlined below:

Phase 1: Introduction of proposed new *Local Elections Campaign Financing Act* in the Spring 2014 legislative session and consequential amendments to the *Local Government Act*. The anticipated impacts on local government elections participants include:

- a. Disclosure and registration by third party advertisers;
- b. Sponsorship information requirements for all election advertising;
- c. Requirements for all campaign finance disclosure statements to be filed 90 days after an election rather than 120 days;
- d. Banning anonymous contributions; and
- e. Enabling a key role for Elections BC in the compliance and enforcement of campaign finance rules in local government elections.

Phase 2: A stakeholder process on expense limits, initiated in November 2013 will inform the development of further legislative changes for the 2017 elections.

For further details see the link to the White Paper on Local Government Elections Reform under Attachments.

- The Local Government Management Association (LGMA) is hosting an election workshop on May 8 and further information about potential legislative changes should be available at that time. The Legislative Services Manager will attend the workshop.
- It is anticipated that the legislative changes will require amendments to the Islands Trust Council's Election Procedures Bylaw 124 and staff propose to bring such amendments forward for consideration at the June Trust Council meeting.
- Until March 2008, section 100 of the *Local Government Act* permitted local governments to only offer mail ballots to electors with a disability or to those living in a remote area. Through Bylaw 124, Trust Council designated Bowyer and Passage Islands, within the Gambier Island Local Trust Area, as remote for the purposes of mail ballots. The legislation was amended in 2008 to also allow local governments to also offer mail ballots to persons who expect to be absent from the voting jurisdiction during normal voting opportunities. Initially, following this change, very few of the Regional Districts that overlap the Islands Trust area offered mail ballots to absent voters. During the 2011 local elections, Cowichan Valley and Powell River Regional Districts offered ballots to absent voters and Trust Council agreed, through contracts with those Regional Districts, that mail ballots could be offered to electors within the Lasqueti and Thetis Island Local Trust Areas. The uptake for such ballots in these areas was very minor. For the 2014 local elections, the following Regional Districts are considering offering mail ballots to electors: Capital Regional District, Nanaimo Regional District, Comox Valley Regional District, Sunshine Coast Regional District and Metro Vancouver (GVRD).
- Timelines for 2014 Local Elections

June 17 - 19	Last Trust Council meeting to adopt amendments to Islands Trust Election Procedures Bylaw No. 124 to apply to 2014 local elections
" "	RFD to Trust Council seeking agreement to enter into service contracts with the seven Regional District Boards for the purpose of sharing costs of conducting elections and authorizing the Chair to sign the service agreements on behalf of Council
August 5	Province wide deadline: Last day to adopt an election procedures bylaw or bylaw amendment(s) to apply to 2014 local election. <i>For Islands Trust, due to the quarterly scheduling of Trust Council meetings, this must be done at the June Trust Council meeting.</i>

August 22	Nomination packages to be ready for distribution
September 30	Nomination period begins at 9:00 am – first day that nomination documents may be submitted
October 10	Nomination period ends at 4:00 pm – last day that nomination documents may be submitted
October 17	4:00 pm deadline for withdrawal of candidates; and deadline for receiving originals of faxed or emailed nomination documents
November 5	Required Advance Voting
November 15	General Voting Day – 8:00 am to 8:00 pm

ATTACHMENT(S): Yes

[http://www.cscd.gov.bc.ca/LocalGovtElectionReform/docs/White_Paper_on_Local_Government_Elections_Reform\(Sep_2013\).pdf](http://www.cscd.gov.bc.ca/LocalGovtElectionReform/docs/White_Paper_on_Local_Government_Elections_Reform(Sep_2013).pdf)

AVAILABLE OPTIONS: Recommendations on amendments to Trust Council Bylaw 124 and agreements with the Regional Districts that conduct Islands Trust elections to be finalized for Trust Council consideration in June 2014

FOLLOW-UP:

- Development of amended agreements with Regional Districts to address potential changes to elections administration, as recommended.
 - Potential amendments to Islands Trust Council's Election Administration Bylaw.
 - Development of communications program regarding elections matters, to be in place before, during and after the November 2014 elections.
-

Prepared By: Carmen Thiel, Legislative Services Mgr

Reviewed By/Date: Linda Adams, CAO
Executive Committee – Feb 18/14



Linda Adams, CAO



DIRECTOR OF ADMINISTRATIVE SERVICES 2013-2014 FOURTH QUARTER REPORT

Date: February 13, 2014

COMPLETED SINCE LAST REPORT	PLANNED 1 st QUARTER 2014/15 ACTIVITIES
Trust Council, Executive Committee, Financial Planning Committee - FPC Meetings January 22 and February 12, 2014 and Audit Committee meeting February 12, 2014 - Completed public consultation process related to 2014/15 budget - Proposed Budget 2014/15 package prepared for March Trust Council - Completed recommend amendments to LTC Local Expense Policy 4.1.viii (incorporated into Purchasing Procedure Policy)	Trust Council, Executive Committee, Financial Planning Committee - Forward 2014/15 Budget for Ministerial approval by March 31, 2014 - Presentation of draft Audited Financial Statements to FPC and Audit Committee Meetings June 2, 2014 - Complete recommended amendments to Trustee Expense Policy 7.2.ii and Bylaw No. 29
Administrative Unit Supervision - Held bi-weekly meetings with Admin Team - Completed annual Performance Plans	Administrative Unit Supervision - Review Finance and HR Local Area Network (LAN) files - Continue with regular visits to Northern office and Salt Spring office
Human Resources and Payroll Completed several hiring processes related to staff turnover including a new HR Coordinator	Human Resources and Payroll - Review Job Descriptions and update to new Public Service Agency standards - Follow up with Public Service Agency on contract - Complete several hiring processes underway
Information Systems Reviewed new telephone system recommendations	Information Systems - Continue to monitor 2013/14 support and equipment budget and work program and develop 2014/15 work program - Complete implementation of eSCRIBE (workflows and agenda preparation) and staff training - Begin work on Business Continuity Plan - Finalize File Naming Convention Policy

COMPLETED SINCE LAST REPORT	PLANNED 1 st QUARTER 2014/15 ACTIVITIES
Financial Management and Payroll - Completed Third Quarter 2013/14 results - Updated 2013/14 Forecast - Met with KPMG to review audit planning	Financial Management and Payroll - Continue to review and monitor 2013/14 spending and forecast results - Prepare 2013/14 draft financial statements and notes for auditors - Work with auditors to complete 2013/14 audit - Review capital asset management database - Investigate use of PSA Time-On-Line system and develop business case if warranted
Risk/Safety/Contract Management Held monthly meetings of the OSH Committee	Risk/Safety/Contract Management Review template for Service Contracts and other procurement policy forms to ensure Conflict of Interest provisions are sufficient
Facilities Management None	Facilities Management None
Carbon Neutral Operations Complete and review 2013 Carbon Inventory calculations and submitted Climate Action Revenue Incentive Plan claims	Carbon Neutral Operations - Research carbon offset purchases - Publish final report

FINANCIAL PLANNING COMMITTEE REPORT

To: Trust Council

Date: February 12, 2014

WORK PROGRAM

1. Finalize the 2014/15 Budget

Current

- Finalize budget recommendation for presentation to March 2014 Trust Council.

Planned

- Finalize Financial Plan Bylaw and Borrowing Anticipation Bylaw for approval by Trust Council.
- Prepare Islands Trust Financial Plan document for Minister.
- Submit bylaws and supporting documents to Minister and receive final approval by Trust Council.

2. Conduct the 2013/14 Year-End and Audit

Current

- Meet with auditors (KPMG) to discuss issues and develop the 2013/14 audit schedule.

Planned

- Finalize 2013/14 year-end accounting entries and report.
- Prepare draft financial statements and notes for auditors.

WORK PROGRAM STATUS *(Completed, Changed, and Future Priorities)*

The Financial Planning Committee has adopted the above noted priorities for the first quarter of fiscal 2014/2015. New work program items will be reviewed and assessed throughout the year.

UPDATE *(on Meetings, Agency Liaison, Resource Requirements, etc.)* The Financial Planning Committee met on January 22 and February 12, 2014. The Audit Committee met on February 12, 2014. The next meeting of both the Financial Planning Committee and the Audit Committee is proposed to be held June 2, 2014. The Committee's financial resources are sufficient at this time.

Cindy Shelest
Designate Staff

Gary Steeves
Chair



REQUEST FOR DECISION

To: Trust Council

For the Meeting of: February 12, 2014

From: Financial Planning Committee

Date Prepared: February 5, 2014

SUBJECT: DECEMBER 31, 2013 QUARTERLY FINANCIAL REPORT

RECOMMENDATION:

That the Islands Trust Council approve the December 31, 2013 quarterly financial report as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The financial report indicates that Islands Trust is generally following the financial plan for 2013/14

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None

FINANCIAL: None

POLICY: None

IMPLEMENTATION/COMMUNICATIONS: None

OTHER: None

BACKGROUND

REPORT/DOCUMENT:

Islands Trust Statement of Net Financial Position (Balance Sheet) and Consolidated Statement of Revenue and Expenditures to December 31, 2013

KEY ISSUE(S)/CONCEPT(S):

Statement of Net Financial Position (December 31, 2013 compared to March 31, 2013)

Differences are due to the timing of expenditures, receipt of revenues and accruals.

Consolidated Statement of Revenue and Expenditure

The benchmark for revenues and expenditures after nine months (third quarter completion) of operations is 75% of the annual budget. The revenue and expense areas that vary significantly from the 75% benchmark include:

REVENUE

- Investment Income is below budget expectations due to market conditions. During the second quarter investments were moved from the Municipal Finance Authority (MFA) Bond Fund which was not performing well to the MFA Money Market Fund which was providing better returns and had less risk. Investment income has increased during the third quarter due to receipt of the general property taxes in the second quarter meaning that a higher amount of funds are now invested.
- Other revenues (which are mostly from grant funds) are below budget and are not expected to reach budget levels as projects relating to grants are not expected to be completed during this fiscal year.

EXPENSES

Council Expenses

- Trust Council expenses are lower than budget due to lower costs for Trust Council meetings than anticipated and expenditures that have not occurred for by-election and contingency funds.
- Executive Committee expenses are higher than budget due to Training & Conferences fees and travel for training that were higher than anticipated.
- Council committee expenses are lower than budget due to lower trustee travel costs to attend than anticipated.
- Trust Area Services expenses are lower than budget due to unused project funds for the BC Ferry study which will not occur this fiscal year.

Local Planning Services

- Planning Staff expenditures are lower than budget due to salaries that were budgeted to include step and percentage increases for excluded staff that will not take place.
- Bylaw Enforcement expenditures are lower than budget due to staff on leave (offset in Administration – Leaves).

Trust Fund

- Trust Fund expenses overall are lower than budget due to lower than anticipated costs for meetings and administration and operations expenditures that will partly occur in the last quarter.

Administration

- Finance, HR and Admin Services are higher than budget due to higher than anticipated leaves for maternity, paternity and sick.
- Personnel Recruiting is higher than budget due to expenditures for filling staff vacancies.
- Computer/Furniture & Equipment Purchases are lower than budget due to expenditures that are expected to occur in the last quarter of the fiscal year.

FINANCIAL PROJECTIONS TO MARCH 31, 2014 FISCAL YEAR END

A detailed forecast was done based on the third quarter results. Based on the forecast results, the March 31, 2014 transfer from surplus is now forecast to be \$143,537 instead of the \$310,814 that was budgeted to achieve a break even result.

RELEVANT POLICY: Bylaw No, 151, Islands Trust Financial Plan Bylaw 2013/14

DESIRED OUTCOME: Approval of the December 31, 2013 Quarterly Financial Report

RESPONSE OPTIONS

Recommended:

That the Islands Trust Council approve the December 31, 2013 quarterly financial report as presented.

Alternative:

Prepared By: Nancy Roggers, Finance Officer

Reviewed By/Date: Cindy Shelest, Director Administrative Services
Financial Planning Committee – February 12, 2014.
Executive Committee – February 18, 2014.



Linda Adams, Chief Administrative Officer

Islands Trust
Statement of Net Financial Position

	December 31 2012	December 31 2013	March 31 2013
Financial Assets			
Cash & Short-term Investments	5,143,548	5,270,014	3,702,155
Accounts Receivable	55,893	24,264	88,562
Due from TFB	(3,877)	-	-
	<u>5,195,564</u>	<u>5,294,278</u>	<u>3,790,717</u>
Liabilities			
Wages & benefits payable	1,021,994	1,039,073	878,534
Accounts payable & accrued liabilities	139,107	210,727	416,788
Development Application Deposits	38,353	29,038	38,353
Deferred Revenue	77,664	53,981	55,714
Employee Benefit Obligations	109,177	99,130	99,130
Capital Lease Obligations	37,613	30,053	43,481
Cost Recovery Deposits	15,334	10,084	15,110
	<u>1,439,242</u>	<u>1,472,086</u>	<u>1,547,110</u>
Net financial assets	<u>3,756,322</u>	<u>3,822,192</u>	<u>2,243,607</u>
Non-Financial Assets:			
Tangible Capital Assets	111,765	71,223	124,979
Prepaid Expenses	44,807	37,205	35,137
Total Non-Financial Assets	<u>156,572</u>	<u>108,428</u>	<u>160,116</u>
Accumulated Surplus	<u>3,912,894</u>	<u>3,930,620</u>	<u>2,403,723</u>

Islands Trust

Consolidated Statement of Revenue and Expenditure For The 9 Months Ending December 31, 2013

		Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Description					
Revenue:					
	Fees & Sales	82,190	80,823	110,000	73%
	Provincial Grant	153,060	85,184	85,184	100%
	Property Tax Levy General	5,929,199	6,066,025	6,066,024	100%
	Property Tax Levy Bowen	165,374	225,170	225,170	100%
	Transfer from General Revenue Surplus Fund	0	0	310,814	0%
	Investment Income	75,398	20,592	95,000	22%
	Other Revenues	35,015	310	60,000	1%
Total Revenue		6,440,236	6,478,104	6,952,192	93%
Expenses					
	Council				
	Trust Council	187,723	186,084	268,264	69%
	Executive Committee	73,206	72,819	94,827	77%
	Council Committees	11,064	10,382	17,500	59%
	Trust Area Services	295,076	304,181	521,847	58%
	General Admin Allocation - 16%	166,001	174,747	221,370	79%
Total Council Expenses		733,071	748,213	1,123,808	67%
	Local Planning Services				
	Local Trust Committees	600,669	621,853	832,931	75%
	Planning Staff	1,488,807	1,514,329	2,186,281	69%
	LPS Facilities & Programs	316,769	402,483	554,631	73%
	Mapping Services	164,874	186,399	244,079	76%
	Bylaw Enforcement	194,087	194,385	293,440	66%
	General Admin Allocation - 74%	767,757	808,205	1,023,839	79%
Total Local Planning Services Expenses		3,532,963	3,727,655	5,135,201	73%

Trust Fund				
Board	13,447	10,166	23,000	44%
Administration	296,696	310,660	451,827	69%
Operations	48,068	45,296	80,000	57%
General Admin Allocation - 10%	103,751	109,217	138,357	79%
Total Trust Fund Expenses	<u>461,962</u>	<u>475,339</u>	<u>693,184</u>	<u>69%</u>
General Admin				
CAO Office	254,880	231,920	327,320	71%
Financial, HR and Admin Services	520,225	594,033	696,426	85%
Personnel Recruiting	3,733	5,782	5,000	116%
Office Operations	157,560	157,656	213,320	74%
Computer/Furniture & Equipment Purchases	52,479	49,022	86,500	57%
Amortization Expense	48,632	53,756	55,000	98%
General Admin Recovery	-1,037,509	-1,092,169	1,383,566	79%
Total General Admin Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
Total Expenses	<u>4,727,995</u>	<u>4,951,206</u>	<u>6,952,192</u>	<u>71%</u>
Surplus (Deficit) to date	<u>1,712,240</u>	<u>1,526,897</u>	<u>-0</u>	
General Revenue Surplus Fund, beginning of the year	2,200,656	2,403,723		
General Revenue Surplus Fund, end of the period	<u>3,912,896</u>	<u>3,930,620</u>		

BRIEFING

To: TRUST COUNCIL

File No.: 2013 -14 FORECAST

For the Meeting of: March 4-6, 2014

From: Financial Planning Committee

Date prepared: February 4, 2014

**SUBJECT: FINANCIAL FORECAST FOR MARCH 31, 2014 YEAR END UPDATED
DECEMBER 2013**

DESCRIPTION OF ISSUE:

The year-end financial results for March 31, 2014 have been forecasted based on actual results to December 31, 2013 plus estimates to the end of the year. The fiscal year ending March 31, 2014 was budgeted to require a Transfer from the General Revenue Surplus Fund of \$310,814 to fund operations. Based on the forecasted results the Transfer from General Revenue Fund Surplus is now estimated to be \$143,537. The reasons for the decrease of \$167,277 are outlined below.

BACKGROUND:

Revenue and expenditures that contribute to the requirement for a reduced transfer from surplus include:

- Overall Legal costs are forecast to be \$30,000 under budget.
- The results of the competitive purchasing projects resulted in projects for Riparian Areas Regulations mapping coming in \$25,000 under budget.
- A Local Planning Committee decision that project funds of \$7,000 will not be spent.
- A Trust Programs Committee decision to not spend \$16,000 of the funds allocated to the BC Ferries Study Scoping Project.
- Expenditures of \$60,000 on projects funded by grants that will not occur. Note that an equivalent amount of matching revenue was also removed. Net impact to bottom line is zero.
- Local Trust Committees expenses are expected to be underspent by \$37,000.
- Reduction in lease costs due to a \$10,000 unanticipated refund for lower than anticipated operating costs for the Victoria location.
- Administrative salaries and benefits are forecast to be over budget due to several factors including: higher than historical number of leaves for maternity, paternity and sick; lower than historical impact of vacancies and turnover of staff; and budgeted administrative support savings that will not be realized. Historically, these budget items have been included as Administrative items.
- Overall salaries are lower than budgeted due to the reversal of anticipated salary increases to excluded staff.
- The over-run in Contract services is offset by an under-run in planning salaries, as contractors have been utilized as needed to cover unfilled vacancies.

Other items that have higher or lower than budgeted forecasts are not significant in nature.

CONCLUSIONS:

Based on the forecast results, the March 31, 2014 transfer from the General Revenue Surplus Fund is forecast to be \$143,537 instead of the \$310,814 that was budgeted; a difference of \$167,277.

ATTACHMENT(S):

- Financial Forecast detail for 2013/14 fiscal year.
-

AVAILABLE OPTIONS: Receive for information and forward to Trust Council.

FOLLOW-UP: Forward to Trust Council.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By/Date: Cindy Shelest, Director Administrative Services
Financial Planning Committee – February 12, 2014.
Executive Committee – February 18, 2014.



Linda Adams, Chief Administrative Officer

Islands Trust

2013/14 FORECAST

For The 9 Periods Ending December 31, 2013

Acct #	Description	2013/14 Annual Budget	Dec 31, 2013 YTD Actual	FORECAST TO MARCH 31, 2014	Forecast Higher (Lower) Than Budget
Revenue:					
40000-40600	Fees	110,000	80,823	110,000	0
45000	Provincial Grant	85,184	85,184	85,184	0
46000	Property Tax Levy General	6,066,024	6,066,025	6,066,024	0
46100	Property Tax Levy Bowen	225,170	225,170	225,170	0
47000	Appropriation from Surplus	310,814	0	143,537	-167,277
48000	Interest Income	95,000	20,592	50,000	(45,000)
49000	Other Income "General"		215	500	500
49001	Grant income	60,000	95	95	(59,905)
Total Revenue		6,952,192	6,478,104	6,680,510	(271,682)
Expenses					
50900	Amortization Expense	55,000	53,756	67,000	12,000
50950	Applications sponsored by Exec Committee	5,000	6,600	6,600	1,600
51000	Audit	25,000	3,800	25,000	-
51500	Bank Charges & Interest	4,000	3,307	4,000	-
52500	Board of Variance	1,500	1,493	1,500	-
53500	Carbon Offset Purchases	3,000	0	3,000	-
54000	Committee Expense FPC	8,000	4,969	8,000	-
54100	Committee Expense LPC	5,000	2,437	3,500	(1,500)
54200	Committee Expense TPC	4,500	2,976	4,000	(500)
54500	Communications	33,000	20,784	28,800	(4,200)
55105	Computer H/W & S/W renewal of support & maintenance	15,000	12,151	15,000	-
55200	Computer "Internet Charges"	40,000	29,416	40,000	-
55400	Computer "Non Capital H/W & S/W UNDER \$150"	10,000	6,314	10,000	-
55500	Computer Tech Support	45,000	45,464	45,000	-
55600	Computer "Trustee Hardware & Internet"	8,100	4,185	6,000	(2,100)
56000	Contingency	25,000	9,724	20,000	(5,000)
56500	Contract Services	67,400	102,455	115,000	47,600
57050	Elections "By Elections"	7,000	0	0	(7,000)
58000	Equipment Leases Supplies & Maintenance	25,000	17,547	20,000	(5,000)
60000	Insurance	95,000	79,704	104,000	9,000
61100	ITF "Board Honoraria"	8,000	3,400	5,250	(2,750)
61200	ITF "Board Meeting Expense"	12,000	5,266	8,000	(4,000)
61210	ITF "Board Training & Conferences"	3,000	1,500	1,500	(1,500)
61300	ITF "Property Management"	60,000	40,752	58,000	(2,000)
61500	ITF "Covenants & Acquisitions"	20,000	4,543	20,000	-
62000	Land Title Registrations	3,000	1,095	1,500	(1,500)
63000	Legal "General"	41,000	57,776	70,000	29,000
63100	Legal "Bylaw Enforcement Litigation"	200,000	119,913	150,000	(50,000)
63200	Legal "Litigation Defence"	30,000	70,255	80,000	50,000
64000	Legislative Updates	1,000	495	1,000	-
65000	LTC Trustee Expenses	16,900	8,637	14,000	(2,900)
65050	LTC "Executive Expense on LTC's"	25,000	12,214	20,000	(5,000)
65200	LTC Local Exp LTC Meeting Expenses	38,000	25,583	35,000	(3,000)
65210	LTC Local Exp APC Meeting Expenses	11,500	5,589	9,000	(2,500)
65220	LTC Local Exp Communications	7,000	3,559	5,000	(2,000)
65230	LTC Local Exp Special Projects	35,500	16,980	20,000	(15,500)
65240	LTC Local Exp Miscellaneous	5,750	0	0	(5,750)
66100	Mapping "BCAA Updates"	1,500	0	1,500	-
66200	Mapping "GIS Software & Consulting"	70,000	69,106	75,000	5,000
66300	Mapping "Sales Inventory"	500	75	500	-
67000	Meeting Expense	90,300	59,899	85,000	(5,300)
67500	Memberships	15,500	10,319	15,500	-
68100	Notices Statutory & Non Statutory	20,000	10,447	17,000	(3,000)
69000	Office Rent	363,200	260,786	353,000	(10,200)
69005	Office Services	39,000	29,322	39,000	-
69250	Office Non Capital Furniture & Equipment UNDER \$150	1,500	1,684	2,500	1,000
70000	Postage & Courier	18,500	8,968	13,000	(5,500)
72001	Projects	375,750	164,555	270,138	(105,612)
74000	Recruitment	5,000	5,782	7,000	2,000
74900	Safety	5,000	604	5,000	-
75100	Sal & Ben "Salaries Admin Staff"	1,544,188	1,150,251	1,516,197	(27,991)
75110	Sal & Ben "Benefits Admin Staff"	370,605	272,333	360,160	(10,445)
76100	Sal & Ben "Salaries Planners & RPM's"	1,154,183	811,372	1,094,013	(60,170)

Islands Trust

2013/14 FORECAST

For The 9 Periods Ending December 31, 2013

		2013/14	Dec 31, 2013	FORECAST TO	Forecast
		Annual	YTD	MARCH 31, 2014	Higher (Lower)
Acct #	Description	Budget	Actual		Than Budget
76110	Sal & Ben "Benefits Planners & RPM's"	277,004	191,655	259,489	(17,515)
77100	Sal & Ben "Salaries Planning Support Staff"	368,710	258,754	347,443	(21,267)
77110	Sal & Ben "Benefits Planning Support Staff"	88,490	60,810	82,095	(6,395)
78100	Sal & Ben "Salaries Bylaw"	213,016	141,327	193,077	(19,939)
78110	Sal & Ben "Benefits Bylaw"	51,124	33,126	45,546	(5,578)
79000	Stationary & Supplies	20,000	13,725	21,000	1,000
79500	Subscriptions	4,000	4,298	4,500	500
80100	Telephone "Lease"	40,100	32,995	45,000	4,900
80200	Telephone "Toll Charges"	2,400	2,526	3,000	600
80300	Telephone "Cell Phones"	23,000	15,952	25,700	2,700
80400	Telephone "Web Conferencing"	0	512	0	-
81100	Training "Organization Wide"	8,000	8,410	8,410	410
81200	Staff Meetings & Recognition	10,000	12,141	12,141	2,141
81210	Educational Re Imbursement	7,000	4,183	5,000	(2,000)
81300/06	Training & Conferences (includes related travel)	88,750	56,358	80,000	(8,750)
82300	Travel	85,500	49,771	70,000	(15,500)
84100	Trustee Remuneration	365,575	274,506	362,473	(3,102)
84110	Trustee Remuneration "CPP Expense"	16,964	11,895	16,712	(252)
84120	Trustee Remuneration Health/Dental Benefits	48,392	34,983	53,340	4,948
84130	Trustee Remuneration MSP Benefits	28,164	18,318	36,288	8,124
84140	Trustee Remuneration Pay In Lieu of Benefits	4,000	3,000	4,000	-
84500	Trustee Remuneration "Executive on LTC's"	68,127	51,095	66,137	(1,990)
Total Expenses		6,892,192	4,920,482	6,620,510	(271,682)
Capital					
55100	Hardware & Software	45,000	25,982	45,000	
69100	Furniture & Equipment	10,000	2,892	10,000	
69500	Office Renovations	5,000	1,850	5,000	
		60,000	30,724	60,000	-
Total Expenditures		6,952,192	4,951,206	6,680,510	
Surplus (Deficit)		0	1,526,898	0	0

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 4-6, 2014

From: Financial Planning Committee

Date Prepared: February 12, 2014

SUBJECT: FINANCIAL PLAN BYLAW, 2014/2015

RECOMMENDATION:

1. That Islands Trust Council Bylaw 155, cited as the "Financial Plan Bylaw, 2014/2015" be Read a First Time.
2. That Islands Trust Council Bylaw 155, cited as the "Financial Plan Bylaw, 2014/2015" be Read a Second Time.
3. That Islands Trust Council Bylaw 155, cited as the "Financial Plan Bylaw, 2014/2015" be Read a Third Time.
4. That Islands Trust Council Bylaw 155, cited as the "Financial Plan Bylaw, 2014/15" be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Financial Plan for 2014/15 must be adopted by bylaw prior to implementation.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Allows staff to implement the Islands Trust Council's approved budget.

FINANCIAL: As described in budget background documents

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement as described in budget background documents.

OTHER: None

BACKGROUND

REPORT/DOCUMENT: Draft Financial Plan Bylaw, 2014/2015.

KEY ISSUE(S)/CONCEPT(S): The Financial Plan Bylaw is the formal document approving the budget for the 2014/2015 fiscal year. After three readings, the bylaw is forwarded to the Minister of Community, Sport and Cultural Development for approval and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust.

The Financial Plan Bylaw focuses on the current fiscal year budget, but also includes projections for the following four fiscal years. The worksheet used to create the projections appears at the end of this Request for Decision. The assumptions and/or processes used for the line items in the four year projection are:

Consumer Price Index	1.0%
Fees & Sales	No increase in fees and sales is projected. Fees will however increase based on CPI.
Provincial Grant	2014/15 is based on the final term of the 3-year Strategic Community Investment Fund agreement. The following fiscal years are anticipated to remain at the average level in previous years.
Non-market Growth	A 1% non-market growth rate is anticipated. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool.
Increases to Property Taxes	It is anticipated that property tax increases will not exceed CPI of 1.0%.
Property Tax Levy – Bowen	The methodology for the Bowen Tax Levy calculation is described in the <i>Islands Trust Act</i> and depends on a number of factors that are difficult to predict. An increase of 1.0% has been included.
Expenditures (Trust Council, Local Planning, Trust Fund and Administration)	Service levels are expected to remain the same and a 1.0% CPI factor has been applied to the base year of 2014/15.
Expenditures – Programs	Program expenditures are based on historical spending and are adjusted to reflect lower spending on programs during election years.
General Revenue Fund Surplus	The target for this amount is defined in the General Revenue Fund Surplus Policy 6.5.i.

RELEVANT POLICY: Municipal Revenue Tax Calculation Policy 7.2.vi.
General Revenue Fund Surplus Policy 6.5.i.

DESIRED OUTCOME: That Trust Council approve the Financial Plan Bylaw, 2014/2015 in order for staff to implement the islands Trust Council's approved budget.

RESPONSE OPTIONS

Recommended: Three readings of the Financial Plan Bylaw and advance for approval by the Minister of Community, Sport, and Cultural Development.

Alternative: N/A

Prepared By: Cindy Shelest, Director of Administrative Services

Reviewed By/Date: Financial Planning Committee – February 12, 2014
Executive Committee – February 18, 2014



Linda Adams, Chief Administrative Officer

ISLANDS TRUST - Proposed Budget - 5 Year Budget Projection							
	Trust Council March 2014	Annual					
Revenue	2014/15	Increase %	2015/16	2016/17	2017/18	2018/19	
Fees & Sales - Maps & Bylaws	110,000	1.0%	111,100	112,211	113,333	114,466	
Provincial Grant	119,122		180,000	180,000	180,000	180,000	
Property Tax Levy prior year	6,066,024	0.0%	6,126,684	6,249,218	6,374,202	6,501,686	
Non-market Growth Current Year	60,660	1.0%	61,267	62,492	63,742	65,017	
Increased Taxes in Current Year	-	1.0%	61,267	62,492	63,742	65,017	
Total Tax Revenue	6,126,684		6,249,218	6,374,202	6,501,686	6,631,720	
% tax increase	0.00%		1.0%	1.0%	1.0%	1.0%	
Appropriation from Surplus - for elections	118,000		byelection 7,000	byelection 7,000	election 120,000	byelection 7,000	
Appropriation from Surplus - to adjust Surplus balance	141,100		212,230	152,180	22,280	27,686	
Property Tax Levy - Bowen	214,203	1.0%	216,345	218,509	220,694	222,901	
Special Levy - LTCs	110,000	manual input	110,000	110,000			
Interest Income	50,000	0.0%	50,000	50,000	50,000	50,000	
Other Income	60,000	0.0%	60,000	60,000	60,000	60,000	
Revenue Subtotal	7,049,109		7,195,893	7,264,102	7,267,993	7,293,773	
Expenditures					election		
Trust Council - no Admin or Programs	838,788	1.0%	847,175	855,647	984,204	874,046	
Local Planning - no Admin or Programs	3,938,665	1.0%	3,978,052	4,017,832	4,058,010	4,098,591	
Admin Trust Fund - no Admin or Programs	495,159	1.0%	500,111	505,112	510,163	515,265	
Distr % Administration	1,480,747	1.0%	1,495,555	1,510,510	1,525,615	1,540,872	
16% Programs - Trust Council	68,000		325,000	325,000	250,000	325,000	
74% Programs & OCP - LPS	146,750						
10% Programs - ITF	31,000						
100% Programs - Admin	5,000						
Projects funded by Special Property Tax Requisition	110,000		110,000	110,000			
Expenditure Subtotal	7,114,109		7,255,893	7,324,102	7,327,993	7,353,773	
Add non-cash expenditures - amortization	65,000		60,000	60,000	60,000	60,000	
Total Cash Requirement	7,049,109		7,195,893	7,264,102	7,267,993	7,293,773	
check			0	0	0	0	
Surplus Balance - adjust after most recent forecast	2,001,086		1,841,856	1,742,676	1,759,576	1,767,990	
Cash required for 3 months operations (expenditure subtotal divided by 4 less 1/3 non-tax revenue)	\$ 1,723,527		\$ 1,758,698	\$ 1,775,473	\$ 1,776,165	\$ 1,782,327	
Surplus Balance as % of Cash Required by Policy	116%		105%	98%	99%	99%	

ISLANDS TRUST COUNCIL

BYLAW NO. 155

A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2014/15 through 2018/2019

The Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

1. Schedule "A" attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2014 and ending March 31, 2015, and for the subsequent four fiscal years, and further that;
2. This Bylaw may be cited for all purposes as the "Islands Trust Financial Plan Bylaw, 2014/2015".

READ A FIRST TIME THIS 5th DAY OF MARCH , 2014

READ A SECOND TIME THIS 5th DAY OF MARCH , 2014

READ A THIRD TIME THIS 5th DAY OF MARCH , 2014

APPROVED BY THE MINISTER OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT
THIS DAY OF MARCH , 2014

ADOPTED THIS DAY OF APRIL , 2014

SECRETARY

CHAIR

ISLANDS TRUST						
Bylaw 155						
Schedule A						
Revenue	2014/15	2015/16	2016/17	2017/18	2018/19	
Provincial Funding	119,122	180,000	180,000	180,000	180,000	
Property Taxes **	6,340,888	6,465,000	6,593,000	6,723,000	6,855,000	
Special Levy - Local Trust Committees	110,000	110,000	110,000	-	-	
Fees	110,000	111,000	112,000	113,000	114,000	
Surplus Appropriation	259,100	219,000	159,000	142,000	35,000	
Interest and Other	110,000	110,000	110,000	110,000	110,000	
Revenue Subtotal	7,049,110	7,195,000	7,264,000	7,268,000	7,294,000	
Expenditures						
Trust Council	1,144,507	1,138,000	1,149,000	1,268,000	1,173,000	
Local Planning	5,294,868	5,435,000	5,486,000	5,372,000	5,479,000	
Trust Fund	674,734	682,000	689,000	688,000	702,000	
Less non-cash items - amortization	(65,000)	(60,000)	(60,000)	(60,000)	(60,000)	
Expenditure Subtotal	7,049,110	7,195,000	7,264,000	7,268,000	7,294,000	
Contribution to Surplus (Reserves)*	0	-	-	-	-	
** Estimated Property Taxes by Source:	2014/15	2015/16	2016/17	2017/18	2018/19	
Trust Area Property Tax Levy	6,126,685	6,249,000	6,374,000	6,502,000	6,632,000	
Bowen Island Municipality Property Tax Levy	214,203	216,000	219,000	221,000	223,000	
Total	6,340,888	6,465,000	6,593,000	6,723,000	6,855,000	
Balance in General Revenue Fund Surplus (Reserves) *	2,001,086	1,841,856	1,742,676	1,759,576	1,767,990	

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 4 - 6, 2014

From: Financial Planning Committee

Date: February 12, 2014

SUBJECT: REVENUE ANTICIPATION BORROWING BYLAW (ANNUAL ITEM)

RECOMMENDATION:

1. That Islands Trust Council Bylaw 156, cited as the "Revenue Anticipation Borrowing Bylaw 2014/15" be Read a First Time.
2. That Islands Trust Council Bylaw 156, cited as the "Revenue Anticipation Borrowing Bylaw 2014/15" be Read a Second Time.
3. That Islands Trust Council Bylaw 156, cited as the "Revenue Anticipation Borrowing Bylaw 2014/15" be Read a Third Time.
4. That Islands Trust Council Bylaw 156, cited as the 'Revenue Anticipation Borrowing Bylaw 2014/15' be forwarded to the Minister of Community, Sport and Cultural Development for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The *Local Government Act* requires local governments to enact a "borrowing bylaw" before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Ability to borrow enabled by adoption of the bylaw.

FINANCIAL: Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None

OTHER: None

BACKGROUND

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12*, to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval. No borrowing has been required for several years.

REPORT/DOCUMENT: Draft Revenue Anticipation Borrowing Bylaw.

KEY ISSUE(S)/CONCEPT(S):

This requirement is particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds.

The bylaw specifies a limit of \$1,000,000 and an interest rate not to exceed 2% per annum over bank prime. The islands Trust currently is able to borrow at an interest rate equal to the bank prime rate.

RELEVANT POLICY:

Islands Trust Act, Section.8(3); Local Government Act, Sections 821 and 822

DESIRED OUTCOME:

That Trust Council approve the Revenue Anticipation Borrowing Bylaw.

RESPONSE OPTIONS**Recommended:**

Three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Community, Sport, and Cultural Development.

Alternative:

Prepared By: Cindy Shelest, Director of Administrative Services

Reviewed By/Date: Financial Planning Committee – February 12, 2014
Executive Committee – February 18, 2014



Linda Adams, Chief Administrative Officer

ISLANDS TRUST COUNCIL

BYLAW NO. 156

A Bylaw to Provide for the Borrowing of Money During Fiscal Year 2014 - 2015 in Anticipation of Revenue

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8.3 of the *Islands Trust Act*, Section 12 of B.C. Regulations 119/90 and Sections 821 and 822 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Community, Sport and Cultural Development, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2014 - 2015 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE the Islands Trust enacts as follows:

1. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw, 2014 - 2015".
2. The Islands Trust shall be and is hereby authorized to borrow upon the credit of the Islands Trust an amount or amounts not exceeding \$1,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of the Islands Trust and the Treasurer of the Islands Trust.
4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall when received on account of the 2014 - 2015 budget, be used to repay the money so borrowed.

READ A FIRST TIME THIS 5th DAY OF MARCH , 2014

READ A SECOND TIME THIS 5th DAY OF MARCH , 2014

READ A THIRD TIME THIS 5th DAY OF MARCH , 2014

APPROVED BY THE MINISTER OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT
THIS DAY OF MARCH , 2014

ADOPTED THIS DAY OF APRIL , 2014

SECRETARY

CHAIR

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: March 4-6, 2014

From: Financial Planning Committee

Date Prepared: February 12, 2014

File No.: Policy 6.5.iii

SUBJECT: REVISIONS TO PURCHASING PROCEDURE POLICY 6.5.III, AND LOCAL TRUST COMMITTEE LOCAL EXPENSE ACCOUNT POLICY 4.1.VIII

RECOMMENDATION: That the Islands Trust Council approve the revisions to Purchasing Procedure Policy 6.5.iii dated February 12, 2014 and remove Local Trust Committee Local Expense Account Policy 4.1.viii from the Islands Trust Council's Policy Manual.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed amendments to the Purchasing Procedure Policy and Local Trust Committee Local Expense Account Policy will clarify and streamline procedures related to expenses that may be paid from a Local Trust Committee Local Expense Account. They are intended to ensure that related expenditures are consistent with the *Islands Trust Act* and with purchasing procedures already adopted by Trust Council.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The proposed amendments will clarify and streamline procedures and add additional information to certain procedural aspects of the policies.

FINANCIAL: The proposed amendments will clarify purchasing processes related to LTC expenditures. A further review of Policy 6.3.i. Budget Process Policy (last updated December 9, 2005) to be undertaken by the Financial Planning Committee at their June 2, 2014 meeting will clarify budget processes related to LTC's.

POLICY: This recommendation would result in amendment of Policy 6.5.iii Purchasing Procedure (last updated September 11, 2013), amendment of and would remove Policy 4.1.viii Local Trust Committee Local Expense Account from the Islands Trust Council Policy Manual.

IMPLEMENTATION/COMMUNICATIONS: The revised policy will be circulated to holders of the Islands Trust Policy Manual and placed on the Islands Trust website. It will also be reviewed with Local Planning Services staff.

OTHER: None.

BACKGROUND

At the request of the Financial Planning Committee at its August 22, 2012 meeting, the Local Trust Committee Local Expense Account Policy has been reviewed by management. During the review, it was noted that since the Local Trust Committee Local Expense Account Policy was established in June 1992, the Purchasing Procedure Policy (March 1996) and the Budget

Process Policy (June 2001) were established and updated several times. As there appear to be some inconsistencies in the policies that have resulted in misunderstandings and potentially inappropriate expenditures from Local Trust Committee Local Expense Accounts, it is recommended that the Local Trust Committee Local Expense Account Policy now be incorporated into the Purchasing Procedure Policy and the Budget Process Policy be reviewed by the Financial Planning Committee at their June 2, 2014 meeting in order to remove duplication and streamline information.

REPORT/DOCUMENT:

Policy 6.5.iii. Purchasing Procedure - illustrating proposed amendments dated February 12, 2014.
Policy 4.1.viii. Local Trust Committee Local Expense Account Policy – recommended for removal.

KEY ISSUE(S)/CONCEPT(S):

Procedures related to Local Trust Committee roles and responsibilities with respect to acquisition of goods and services and consistency with relevant financial policies.

RELEVANT POLICY:

Policy 6.5.iii. Purchasing Procedure
Policy 4.1.viii. Local Trust Committee Local Expense Account Policy

DESIRED OUTCOME:

Clarify and streamline procedures.

RESPONSE OPTIONS

Recommended: That the Islands Trust Council approve the revisions to Purchasing Procedure Policy 6.5.iii dated February 12, 2014 and remove Local Trust Committee Local Expense Account Policy 4.1.viii .

Alternative:

- Make different revisions to the policies.
- Recommend that these policies not be amended at this time
- Request staff advice regarding policies, bylaws and related procedures that could be developed if Local Trust Committees wish to
 - o provide assistance to community organizations, other groups or individuals
 - o purchase goods and services for operations that are not related to a Local Trust Committee's regular operations under the *Islands Trust Act*

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Financial Planning Committee – February 12, 2014.

Executive Committee – February 18, 2014.



Linda Adams, Chief Administrative Officer

6.5.iii. Procedure

PURCHASING PROCEDURE

Trust Council: March 25, 1996

Amended: March 29, 2007; December 9, 2009;

September 16, 2010; September 11, 2013; [March 5, 2014](#)

PURPOSE

[In accordance with the Islands Trust Act,:](#)

1. [To set out purchasing procedures that support the costs of operations which the Islands Trust is authorized to recover through property tax requisition under Section 47\(2\) of the Islands Trust Act;](#)
- 1.2. To set out the responsibilities and accountability associated with the efficient, economical and transparent acquisition of goods and services;
- 2.3. To ensure that the most appropriate method of procurement is used to acquire goods and services at the best value including consideration of environment and local economy;
- 3.4. To ensure properly delegated purchasing authority is maintained; and
- 4.5. To ensure consistency with relevant financial policies, procedures and controls, and to provide linkage to the current operating and capital budgets.

RELATED POLICY

Islands Trust Act

BC Government Purchasing Handbook

Islands Trust Policy 5.1.ii, Staff Training and Conference Attendance

Islands Trust Policy 6.12.i Trustee Training/Conference Attendance

[Islands Trust Policy 7.2.iii Trustee Travel Guidelines](#)

DETAILS

1. Delegation of Authority

The Treasurer is accountable for the management of the acquisition of goods and services for the Islands Trust and the implementation of the day-to-day administration of the purchasing policies. To meet this objective, the Treasurer will establish such processes and procedures as are determined appropriate to the efficient and effective operation of purchasing services.

It is the intention of the policy to provide internal control measures through the separation of duties and responsibilities relating to the acquisition of goods and/or services. The table in Appendix B establishes the signing authority delegation for procurement processes.

Trustees do not have authority to make commitments or indications of preference to a supplier of good or services, to avoid any real or perceived perception that trustees are improperly influencing a decision of staff to select contractors in accordance with this policy.

Staff with purchasing authority have the following responsibilities:

- Ensure that appropriate approvals have been obtained and are adequately documented.
- Communicate with Administrative Services on anticipated purchasing commitments and creation of service contracts.
- Ensure that no expenditure exceeds approved budgets.
- Ensure that no expenditure is made that is not included in the annual budget.
- Ensure that expenditures are consistent with the required or permitted operations of Islands Trust bodies, as identified in the *Islands Trust Act*.

2. Creation of Purchase Orders and Service Contracts

Purchase orders can be created by any employee authorized by the Director, Administrative Services.

Service Contracts will be created by the Finance Clerk based on information provided by staff.

3. Regular Disbursements

Expenditures occurring on a monthly or recurring basis and disbursed in the same, or similar, amounts do not require an approved purchase order or service contract. These expenditures will be approved by the Director, Administrative Services as required. Example expenditures of this type would be rent, telephone charges and BC Mail.

4. Legal Services

The Chief Administrative Officer (or designate) will manage all legal matters through an organizational process. The process involves on-going monitoring of legal costs, monitoring of legal services quality, and regular reporting to Trust Council.

5. Financial Assistance to Community Organizations and Other Groups or Individuals

Financial assistance to community organizations or other groups or individuals is only permitted if made by the Islands Trust Council, delegate, or the Executive Committee acting on its behalf, pursuant to Section 8(2)(h) of the *Islands Trust Act* which states that Trust Council may:

- “(f) engage in activities to gain knowledge about the history and heritage of the trust area and to increase public awareness, understanding and appreciation of its unique amenities and environment,
- (g) conserve heritage property”.

Local Trust Committees may not provide financial assistance to community organizations or other groups or individuals unless Trust Council has, by bylaw, delegated its authority under Section 8(2)(h) of the *Islands Trust Act*.

6. Disclosure of Contracts

If a trustee (or a person who has been a trustee in the previous six months) has a direct or indirect pecuniary interest in a contract with the Islands Trust, their conduct is governed by Section 107 of the *Community Charter*.

If a staff member has a direct or indirect pecuniary interest in a contract with the Islands Trust, their conduct is governed by the Code of Conduct of the Public Service Agency of BC.

7. Local Trust Committee Expenses

- a) Disbursements must only be made as authorized by Part 4 of the *Islands Trust Act* and typically include the following:
 - i) Advisory Planning Commission expenses (meeting and secretarial costs)
 - ii) LTC meeting costs including hall rental, external facilitation costs, and secretarial costs
 - iii) Local mail-outs and/or trustee newsletters
 - iv) Open house costs
 - v) Purchases of goods or services that support the land use planning and regulatory operations of the LTC.
- b) Disbursements must be made in accordance with the budget allocation, be processed via the Trust's financial system, and comply with all financial policies and procedures, including use of purchase orders or service contracts where required, and appropriate approvals by the Treasurer and/or designate;
- c) Any disbursement over \$200 which is to be charged against the local trust committee expense budget, with the exception of those items noted in Section 7.a)i) through 7.a)iv) above, should be approved by resolution of the local trust committee;
- d) Expenditures cannot exceed the annual budget allocation provided to each local trust committee by Trust Council. However, if a local trust committee anticipates extraordinary costs they should approach the Executive Committee to request a budget adjustment;
- e) Trustee travel and other expenditures must comply with Islands Trust Policy 7.2.iii Trustee Travel Guidelines; and

[f\) Trustee expenses related to attendance at training and/or conferences must comply with Islands Trust Policy 6.12.i Trustee Training/Conference Attendance.](#)

7.8. Competitive Process

The table in Appendix A establishes the dollar limits for different types of competitive processes.

A competitive process can be held at the discretion of the Manager with budget authority even if the estimated value of the goods or services falls below the dollar thresholds in Appendix A.

All competitive processes must be coordinated by Administrative Services to ensure that best competitive practices are followed.

When a direct award is made, staff are still expected to obtain goods and services at the best available price while taking into consideration the quality and followup service available (if applicable) for the goods and services. [To expedite routine or regular purchases, a qualified vendors' list may be established. Vendors on the qualified vendors' list will be selected in accordance with established procedures.](#)

A competitive process for a particular business service can be delayed for up to one year at the discretion of the Chief Administrative Officer if high quality service is being provided at a reasonable price by the current service provider.

8.9. Direct Awards

If one or more of the following circumstances exist, the Chief Administrative Officer, in conjunction with the Director of Administrative Services, determines whether to approve a purchase by direct award:

- The requirement is valued at less than \$25,000.
- An emergency exists and requirements cannot be satisfied in time by means of a competitive process.
- A process delay would interfere with Islands Trust's ability to maintain security or order, or to protect human, animal, or plant life or health.
- The required service is confidential.
- It can be proven that only one supplier or contractor is qualified to provide the service.
- Where the competitive process is impractical because of the need to obtain unique third party skills, there is a requirement for contractor continuity, or there is a strong case for the cost effectiveness of maintaining a current contractor for a specific task.
- For work to be performed on or about a leased building that may be performed only by the lessor of the lessor's approved suppliers.
- The Islands Trust receives grant funding on behalf of a third party who initiated the project or funding request and is named in the funding

proposal. In this circumstance, the Director of Administrative Services may, at his or her discretion, directly award a contract to the third party, a contractor or community group after confirming the chosen contractor or community group demonstrates the capability and qualifications to complete the work funded by the grant. If the work is being conducted on behalf of a local trust committee, the proposed work must be within the legislated role of the local trust committee (*Islands Trust Act, Section 24*).

- For projects covered under a partnership agreement, where the Islands Trust is not the only source of funds and the other funding source(s) has already selected the contractor. In this circumstance, the Director of Administrative Services may, at his or her discretion, directly award a contract to the selected contractor after confirming the contractor demonstrates the capability and qualifications to complete the work.

9.10. Vendor Selection

In a competitive process, vendor selection criteria shall be established before vendors are notified that a competitive process is taking place. The selection criteria should consider all the relevant factors in a purchasing decision including, price, quality (or qualifications), delivery time, quality of the response, and any other factors as determined by the Manager with budget authority for the purchase.

All details of the vendor selection process shall be retained by the Finance Clerk.

10.11. Contract Renewals

Once a competitive process is held (where required) and a vendor selected, contracts may be signed with the selected vendor to allow for renewal periods of up to five years provided that satisfactory service continues to be received. At the completion of the renewal period, a new competitive process should be held, if required by the Purchasing Policy in place at the time.

11.12. Environmental Considerations

When making purchases every effort will be made to select suppliers whose environmental practices are consistent with those of the Islands Trust. In addition, purchases of equipment and supplies should have Canadian content and be manufactured from recycled or recyclable materials wherever possible, practical and economical.

12.13. Local Purchasing

When making purchases every effort will be made to purchase local goods and services including:

- Local food procurement – Islands Trust staff engaged in the purchase of food for operational needs will ensure that when practical, both operationally and economically, at least 40% of purchases will be local. Suppliers will be made aware of this policy and will be encouraged, again where practical, to increase the availability and variety of local foods. “Local” is defined as food that is produced within British Columbia with preference given to items produced in the Islands Trust Area or on Vancouver Island.
- Community Stewardship Awards – Islands Trust staff engaged in procuring Community Stewardship Awards, or other awards that from time to time may be required, will ensure that awards represent the unique nature of the Islands Trust Area and, where practical, are constituted from products distinct to the Islands Trust Area.
- Contractors and service providers with a presence in the Islands Trust Area and/or whose employees reside in the Islands Trust Area, will be encouraged to participate in Islands Trusts’ procurement activities through local advertising and communication.

13.14. Staff Travel and Training

Travel expenses are submitted via Islands Trust Expense Claim. All those claiming expenses are expected to ensure that the most cost effective method of travel is provided. Approved Expense Claims are considered equivalent to an approved purchase order or service contract.

Training requests are approved via an authorized “Training/Conference Request Form” (see Policy 5.1.ii, Staff Training and Conference Attendance). All staff travel and training requests must be approved by the appropriate Manager.

Managers have the responsibility to ensure all Employee Expense Claims are in accordance with established processes (ie. BCGEU travel allowance chart).

APPENDIX A – METHOD OF PURCHASING

Spending Level (per fiscal year)	Commitment Type	Method of Purchase	Commitment Method
Under \$500	Goods and Services	Petty Cash Corporate Credit Card Employee Expense Claim	Purchases should be approved verbally or by email from the manager with relevant budget approval authority
\$500 - \$2,000	Goods and Services	Purchase Order	Purchases should be approved verbally or by email from the manager with relevant budget approval authority
\$2000 - \$10,000	Goods and Services	Service Contract	Submit Request for Service Contract to Finance
Any	Travel and Training	Expense Claim Corporate Credit Card	See Section 13 for required approval process
\$10,000 - \$25,000	Goods and Services	Service Contract	Invitation to Quote to at least three (3) qualified vendors or selection from a Qualified Vendors list
Over \$25,000*	Goods and Services	Service Contract	Request for Proposals process required
Any	Legal Services	Legal Services Requisition	
Long term Commitments	Capital Assets or Facilities	Lease or Legal Contract	
Any regular recurring payments	Regular disbursements (see definition in Section 3)	Invoice	Approval by Director of Administrative Services

*An individual project with a total value greater than \$25,000 that will be completed over two fiscal years will also require a formal competitive process with a Request for Proposal.

Note: See Section 8 for circumstances where a Direct Award is permitted.

APPENDIX B – PURCHASING AUTHORITY

Method of Purchase	Purchasing Authority	Special Conditions
Petty Cash	Delegated to Staff	Quarterly petty cash reconciliations provided to Finance
Corporate Credit Card Employee Expense Claim Trustee Expense Claim	Delegated to Staff and Trustees with Managerial Approval and/or Finance Approval	Monthly reconciliations submitted to Manager/Finance for approval
Purchase Order	Director of Admin Services or other Manager with departmental budget approval	Purchase order and proof of receipt required prior to invoice payment
Service Contract	Director of Administrative Services	Finance Clerk tracks all spending against approved service contracts. Any costs incurred over the established commitment level will require further approvals and contract amendment.
Lease or Legal Contract	Director of Administrative Services in conjunction with Chief Administrative Officer	If necessary, the Chief Administrative Officer will discuss with the Executive Committee and/or Trust Council

4.1.viii. Policy & Procedure

LOCAL TRUST COMMITTEE LOCAL EXPENSE ACCOUNT

Trust Council: June 6, 1992

Amended: September 16, 2005; June 13, 2008; March 9, 2011

A: PURPOSE:

To define procedures for the planning, accounting and administration of Local Trust Committee (LTC) Local Expense account as provided for in the annual budget. Implementation of the policy will allow for independent management of and responsibility for the funds by the Local Trust Committee.

B: REFERENCES:

1. Annual Budget Document
2. *Islands Trust Act, S. 14*

C: POLICY:

1. Planning

- a) A funding allocation for each local trust committee will be prepared at the beginning of every fiscal year, subject to the total amount approved in the Islands Trust budget;
- b) The allocation will be based on the pro-rata share of converted assessed values for each local trust area, adjusted as follows:
 1. the minimum local expense budget for an LTC is adjusted to \$3,000
 2. any adjustment required to bring the total of all LTC Local Expense budgets to the total amount approved by the Islands Trust Council shall be applied to the three highest local expense budgets in proportion to those budgets
 3. the resulting calculated amounts for each LTC shall be rounded to \$100 until the total result equals the total amount approved by the Islands Trust Council
- c) Local Expense funds may be enhanced through an internal transfer for funds from the LTC Trustee (Travel) Expense account. Similarly, funds may be transferred from Local Expenses to Trustee Expenses; and
- d) LTCs should prepare and adopt by resolution a detailed working budget that outlines the anticipated expenditures for the year.

2. Disbursement

- a) Disbursements must only be made as authorized by the *Islands Trust Act* and typically include the following:
 - i) Advisory Planning Commission expenses (meeting and secretarial costs)
 - ii) LTC meeting costs including hall rental, external facilitation costs, and secretarial costs
 - iii) Local mail-outs and/or trustee newsletters
 - iv) Open house costs
 - v) Funding to outside organizations or individuals for goods or services that support the land use planning mandate of the LTC.

- b) Disbursements must be made in accordance with the budget allocation, be processed via the Trust's financial system, and comply with all financial policies and procedures, including use of purchase orders or service contracts where required, and appropriate approvals by the Treasurer and/or designate;
- c) Disbursements should be approved by a local trustee as authorization to charge the expense against the local expense account, however any disbursement over \$200 must be approved by resolution of the local trust committee;
- d) Expenditures under \$20 should be charged as a personal expenditure and will be reimbursed accordingly through an expense voucher submission; and
- e) Expenditures cannot exceed the annual budget allocation provided to each LTC by Trust Council. However, if an LTC anticipates extraordinary costs they should approach Executive Committee for a budget adjustment.

3. Reporting

- a) LTCs, via the Regional Planning Managers, will be provided with monthly expense summaries; and
- b) Trust Council will be apprised of the status of the overall Local Expense budget on a quarterly basis.

4. Responsibilities

- a) Trust Council is responsible for approving the annual LTC Local Expense budget allocation;
- b) The Treasurer is responsible for preparing the annual budget request; for calculating the distribution to LTC's, for ensuring that periodic reports are provided to LTCs, and for ensuring that all financial controls, policies and procedures are adhered to;
- c) Regional Planning Managers are responsible for coordinating LTC budget requirements and for assisting LTCs in the planning and disbursement of Local Expense funds; and
- d) Local Trust Committees are responsible for adopting a budget for the funds allocated to them, for spending funds according to that budget, and for ensuring that all planned disbursements are reported to the Trust's finance department.

REQUEST FOR DECISION

To: Trust Council

For the Meeting of:: March 4-6 2014

From: Salt Spring Island Local Trust
Committee

Date Prepared: February 27, 2014

File No.: SSI 6500-20
Watershed Management

SUBJECT:

**SALT SPRING ISLAND LOCAL TRUST COMMITTEE SPECIAL PROPERTY
TAX REQUISITION**

RECOMMENDATION: That the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$110 000 in its 2014/15 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee consistent with Trust Council's delegated powers.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Trust Council's Bylaw 154 delegates powers to the Salt Spring Island Local Trust Committee; this bylaw requires that funding of additional resources solely required to carry out the delegated powers be through a special tax levy in the Salt Spring Island Local Trust Area. Trust Council's Policy 6.3.ii Special Property Tax Requisition requires that the Salt Spring Island Local Trust Committee solicit from the public in the local trust area, minimally through a mechanism of advertising, and advising the public of the purpose and cost of the proposed special requisition. The feedback received must be considered by the Islands Trust Council prior to the final adoption of any bylaw that incorporates the special property tax requisition. Should Council approve the special tax levy, it will be included in the Islands Trust Financial Plan Bylaw No. 155.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Salt Spring Island Local Trust Committee (SSILTC) is requesting these funds to support the operations of the Salt Spring Island Watershed Protection Authority (SSWIPA) – a multi-agency coordinating body dedicated to watershed protection on Salt Spring Island. SSWIPA is currently focused on remediation of the St. Mary Lake watershed, a primary drinking water supply.

Inclusion of the funds will enable the hiring of a contractor who will administer and provide for the management of SSWIPA's operations and projects on behalf of the SSILTC. Some additional administrative work related to contract management would be undertaken by Islands Trust staff.

FINANCIAL:

The financial implications of this decision relate only to the Salt Spring Island Local Trust Area. The funds requisitioned would be spent to fund the additional operations of the SSILTC.

Please see Appendix 1 for an additional operations budget. The proposed budget for a special tax requisition is intended to support the 2014/15 fiscal year. Where future Trust Council budgets set out

anticipated expenditures that are solely related to such operations, the costs would be recovered through a special tax levy on the Salt Spring Island Local Trust Area.; this is a multi-year project and will require further funding requests in subsequent years.

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

Surplus funds, if any, would be re-allocated to SSILTC projects, consistent with Trust Council's Policy 6.3.ii.

POLICY:

No implications for current policy.

IMPLEMENTATION/COMMUNICATIONS:

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

OTHER: n/a

BACKGROUND

On June 10, 2013, Trust Council approved Bylaw 154, a bylaw that delegates certain powers to the SSILTC to support the coordinating of multiple agencies...

Bylaw 154 delegates the SSILTC the powers (from *Islands Trust Act* section 8.2(b)) to:

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

With these additional powers, the SSILTC could act as a coordinating body for the Salt Spring Island Watershed Protection Authority (SSIWPA) and work with other agencies to implement policies that will improve water quality in St. Mary Lake. The powers also enabled the SSILTC to work with other agencies to formalize the SSIWPA as a board capable of watershed management across Salt Spring Island.

Subsequently, the SSILTC has become the coordinating body for the inter-agency SSIWPA to provide a collaborative approach to watershed management on Salt Spring Island.

The mission of the SSIWPA is "to cooperate on the development and implementation of policies and initiatives for improved raw water quality and the long-term remediation, protection, sustainability and stewardship of Salt Spring Island watersheds. SSIWPA member agencies will collaborate in watershed governance and cooperate to pool resources, gather and share information, strategize on integrated policy development, and coordinate actions for improved raw water quality and the health and protection of both surface and groundwater watersheds in the Salt Spring Island Local Trust Area."

As contemplated by Trust Council Bylaw 154, coordination in the current fiscal year is being resourced by the SSILTC program budget for watershed management. Over the long term, coordination is hoped to be performed by a contractor or staff position funded by the Salt Spring Island Local Trust area through an on-going special property tax requisition.

Trust Council Bylaw 154 indicates that, (beginning in fiscal year 2014-15) where the SSILTC undertakes operations in excess of \$5000 that are solely related to the powers delegated by draft Bylaw 154, these operations would be considered 'additional' operations of the SSILTC pursuant to s. 14(3)(iii) of the Islands Trust Act. This means that where future Trust Council budgets set out anticipated expenditures that are solely related to such operations, the costs would be recovered through a special tax levy on the Salt Spring Island Local Trust Area.

SPECIAL PROPERTY TAX REQUISITION

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

On October 3, 2013 the SSILTC passed the following resolutions:

SSI-211-13 It was **MOVED** and **SECONDED** that the Salt Spring Island Local Trust Committee formally request a special property tax requisition for up to \$110,000 from the Salt Spring Island Local Trust Area in the 2014/15 fiscal year, subject to Trust Council Policy 6.3.ii, in order to resource coordination of watershed management on Salt Spring Island, using the powers delegated to the Salt Spring Island Local Trust Committee by Trust Council Bylaw 154.
CARRIED

SSI-212-13 It was **MOVED** and **SECONDED** that the Salt Spring Island Local Trust Committee direct staff to work with the Salt Spring Island Watershed Protection Authority and schedule community consultation on the special property tax requisition anticipated for the 2014-15 fiscal year before the end of November 2013. **CARRIED**

PUBLIC CONSULTATION

In accordance with Trust Council Policy 6.3.ii, public consultation has been conducted by the SSILTC. The following consultation plan was implemented:

- Public Meeting held on November 29, 2013
- Notice of the Salt Spring Island Special Property Tax Requisition was included in the Trust Council Budget 2014 Consultation Package.
- A Q&A information sheet on the Salt Spring Island Property Tax Requisition was linked in the Trust Council Budget 2014 Consultation Package.
- The Q&A information sheet was posted on prominently on the SSILTC web page as well as the Salt Spring Island Watershed Protection Authority Website
- The Q&A information sheet was circulated on the Salt Spring Island Exchange List Serve with a cartoon inviting community input.
- A News Update was posted on Salt Spring web page - January 2014 -Seeking public input on tax requisition for watershed management
- Invitations for feedback were sent out using the Salt Spring Island Subscription Notice
- An Op-Ed written by Trustee Grams explaining the project and inviting feedback was published in the January 29 Gulf Islands Driftwood News Paper
- A graphic depicting a little boy disappointed with the no-swim advisory and a caption explaining the project and inviting public input was advertised in the February 4 Gulf Islands Driftwood News Paper
- A second cartoon featuring the same little boy writing "Get Well Soon St. Mary" in the sand on the shore of the lake also invited feedback and was published in the February 12, 2014 Gulf Islands Driftwood News Paper
- Both cartoons were put on the website for visual appeal and to capture interest.

SUMMARY OF PUBLIC FEEDBACK RESULTS

At the time of writing, there were 14 pieces of correspondence submitted in response to the above described plan. Each letter speaks to various details inherent in the request to coordinate watershed management and specifically the work of the SSIWPA. Eight letters explicitly support the tax requisition, two letters oppose the requisition, and three letters do not take a position but raise concerns about the proposal. One phone call was received in objection to the tax proposal.

One correspondent has requested her feedback be recorded as follows:

"I believe that the proposed special requisition for SSIWPA coordination and the way this matter has been handled by the Trust pose serious issues of transparency, accountability, and fiscal responsibility. In my opinion, before this requisition can even be considered as part of the Trust's 2014-2015 budget, the Trust should come clear with SSI taxpayers with an open and exhaustive explanation and with a more credible budget and budget justification, as well as with a solid business plan for SSIWPA coordination."

REPORT/DOCUMENT:

Appendix 1 – SSIWPA Proposed Operations Budget - 2014/15

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

Appendix 3 -- Minutes of November 29, 2013 Public Meeting

Appendix 4 -- Correspondence in response to consultation program on the Special Property Tax Requisition for Salt Spring Island

Appendix 5 – Advertisements soliciting feedback

KEY ISSUE(S)/CONCEPT(S):

- Collaborative watershed governance models require coordination
- Trust Council has delegated authority to enable SSILTC to coordinate the Salt Spring Island Watershed Protection Authority
- Trust Council Policy 6.1.ii requires the SSILTC to request a Special Property Tax Requisition to fund this work, to carry out related public consultation, and advise Trust Council of the results.
- The SSILTC has consulted with the community on the issue of raising a \$110 000 Special Property Tax to coordinate watershed management and has provided the information as required, through this Request for Decision.

RELEVANT POLICY:

Trust Council Bylaw 154

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

Trust Council Policy 6.3.ii

DESIRED OUTCOME:

Improved watershed protection on Salt Spring Island, through Trust Council approval of a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$110 000 for the 2014/15 fiscal year.

RESPONSE OPTIONS

Recommended:

That the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of \$110 000 in its 2014/15 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee consistent with Trust Council's delegated powers.

Alternative:

1. Recommend that Trust Council approve a special property tax requisition for the 2014/15 fiscal year in a different amount for the Salt Spring Island Local Trust Area pursuant to Trust Council Policy 6-3-ii.
2. Recommend no further action be taken at this time to pursue a special property tax requisition for the Salt Spring Island Local Trust Area for the 2014/15 fiscal year.

Prepared By: Justine Starke, Island Planner, Salt Spring Island February 27, 2014

Reviewed David Marlor, DLPS February 27, 2014
By/Date: Cindy Shelest, DAS
Executive Committee



Linda Adams, Chief Administrative Officer

Appendix 1: Additional Operations Budget

Coordination of the Salt Spring Island Watershed Protection Authority Annual Budget for the Year Ending March 31, 2015

Description		Annual Budget
Revenue		
SSI LTA Special Property Tax Requisition		\$110 000
Total Revenue		\$110 000
Expenses		
Allowance for coordination, consultants, and facilitation ¹		\$104 000
Minute taking		\$2 500
Venue Rental		\$1 500
Communications		\$2 000
Total Coordination Expenses		\$110 000

¹ Coordinator contract may be split between a part time administrative coordinator and part time higher level coordinator, with the total cost remaining the same.

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

7. Special Property Tax Requisition Checklist

Budget Submission

Description of Task	Deadline	Date Completed
Local Planning Services Staff assigned to LTCs develop "additional operations" budget proposal on behalf of LTCs prior to December Trust Council meeting and submit them to FPC for review.	November FPC meeting	November 13 2013
Director of Local Planning Services presents "additional operations" budget proposals to Financial Planning Committee, with input from LTCs, indicating whether any of the proposed 'additional operations' are related to delegated powers and must be funded through a special property tax requisition.	December Trust Council meeting	December 05 2013
Financial Planning Committee makes recommendations to Trust Council regarding budget proposals made by LTCs, identifying - Any that must be funded through a special property tax requisition pursuant to a Trust Council delegation bylaw (e.g. Bylaw 154). - Any other LTC proposals that it recommends be funded through a special property tax requisition, rather than through inclusion in the general Islands Trust budget. Director of Local Planning Services provides additional information to Trust Council about LTC proposals, as needed.	December Trust Council meeting	Complete
If December Trust Council does not approve the LTC "additional operations" budget proposal for inclusion in the general Islands Trust budget, or if the LTC additional operations are related to delegated powers that must be funded through a special property tax requisition:		
LTC passes resolution to pursue special property tax requisition to fund the "additional operations" budget proposal:	January	Oct. 3 2013
- copy of resolution attached		Yes, in RFD
LTC requests staff to conduct public consultation on the special tax requisition proposal:	Mid-February	Oct. 3 2013
- copy of advertisement attached		Yes
- if public meeting held, minutes of the discussion attached		Yes
o written summary of public feedback attached		yes
Staff prepare Request for Decision (RFD) proposed by LTC for March Trust Council binder, requesting a bylaw to authorize a special property tax requisition. The RFD will include an assessment of organizational and other implications, a completed copy of this checklist along with any attached documentation.	February FPC meeting	February 12, 2014

Appendix 3: Minutes of November 29, 2013 Community Meeting (Excerpt)

2.6 Financial Sustainability

Planner Starke reviewed both the tax requisition to raise funds for coordination of SSIWPA and the Real Estate Foundation Grant application to support the multi-stakeholder process in the spring of 2014.

2.7 Interactive Town Hall – Facilitated by Shannon Cowan

Q: John Hill, to TAC. Why is there single-minded attention on phosphorus?

A: M. McKee reviewed the areas of concern.

A: Maggie Squires (TAC) explained the relationship between the phosphorus and the bloom.

A: John Stewart (TAC) said that the perception that there is single minded attention on phosphorus is misguided.

Q: Usha Rautenbach asked whether all of the presentation information is on line and available to others?

A: Chair Grams replied that this can be done.

Q: Ron Hawkins congratulated the group for the fine work that is being done. He asked why there is no toxin release since the summer.

A: M. McKee said that two different observations (by NSSWD) showed that a clearing of the lake happened after a long hot period of weather, and gave related details.

Q: Maxine Leichter, on behalf of SSI Water Preservation Society (WPS), read a prepared statement urging SSIWPA to prevent septic systems from leaking phosphorus into the Lake, and identifying options. She urged a public participation process, open and broad, beyond just engaging those people who already come to meetings. WPS suggested going out to other organizations to identify goals and shared values, as well as hiring a professional consultant to assist the TAC. WPS thinks that any process (such as SDM) that SSIWPA chooses to use must not limit who is involved, or it will not receive community support. Since the CRD is the delegated agency with the authority to fund and undertake action to cure the blooms on St. Mary Lake and the Authority can only coordinate, the CRD Director should form a commission to oversee public involvement and engineering work to remedy the lakes.

A: Chair Grams thinks that it is a mistake to think that the CRD would be the body to take on this work; he said the costs proposed by CRD for the same work would be the same but less work would be done.

A: Coordinator Cowan asked that Maxine present the letter to SSIWPA and she agreed.

Q: Jan Slakov asked if funds for the coordinator could be used for something else?

A: Planner Starke responded that funds for coordination can be used for coordination of policy development and carrying out the policies of other agencies. The use of the funds for other expenditures would have to be investigated.

Q: Pravin Pillay asked if SSIWPA can legally hire a consultant or whether it should be done through another body?

A: SSIWPA is a coordinating body and any procurement is done only by one of the member agencies: in this case, Islands Trust Local Trust Committee.

A: Director McIntyre confirmed what the CRD can also procure consultation or other contract labour for implementation of SSIWPA actions. He thanked the local members and staff for their work.

- Q: Usha Rautenbach observed how the processes can go wrong. Public involvement must be established early to be effective. She said that timing is crucial and that a clear understanding must be delivered to the tax-payers early.
- Q: Peter Lamb (Water Council) said that the Water Council is supportive of the work being done. He wants to see SSIWPA have some real authority. Can the Provincial Government enact these much needed changes right away?
- A: Planner Starke and M. McKee both affirmed the need for this.
- A: The Water Council Website was recommended to view that organization's response to the current proposed Water Sustainability Act for British Columbia.
- Q: Wayne Hewitt, Cusheon Lake Water Planning Group, wanted good zooplankton studies and asked what impact the new zooplankton has on the other species in the lake. He suggested immediate solutions like encouraging landowners to replant vegetation (volunteer groups acting together) and establishing a solid riparian area of vegetation around the lake which would help to get rid of some of the phosphorus.
- A: M. McKee suggested that potentially graduate student Lisa Rogers may wish to be involved with that.
- Q: Rodney Poldon(?), was skeptical about the amount of money for the proposed Structured Decision-Making consultant. His concern was based in a point of view that hiring a consultant for environmental planning would put the power of decision-making into the hands of a consultant, instead of the community. He emphasized his view that education and action (such as riparian area revegetation) could begin right away and be inexpensive. He would like to see SSIWPA activate more local, timelier choices; to engage the local population in making the solutions that it needs to make for St Mary watershed.
- A: Coordinator Cowan encouraged him to send a written report to SSIWPA.
- A: Chair Grams referred to the importance of scientific peer-review, alongside community engagement and consensus-finding, in the process as a whole. He explained the role of the TAC to assess the veracity and value of any remedial actions for watersheds.
- Q: A member of the public recommended a hands-on experience.
- Q: Wayne Hewitt recommended having a baseline to show how existing processes are having an impact.
- A: Planner Starke said that engaging the community for the watershed governance process (SDM) needs more effective coordination, for example more active "legwork" and "phone calls" beyond what has already happened for this first open house.
- Q: Ron Hawkins suggested that another means of grabbing the attention of the public is to raise the rates.
- Q: Usha Rautenbach reiterated that if you want people to get involved, you must go to them, not ask them to come to you.

Appendix 4: Correspondence

1. **From:** Earl Rook
Sent: January-29-14 11:56 AM
To: George Grams
Cc: Justine Starke
Subject: Special Property Tax Requisition

Mr. Grams,

I have just finished reading your article in the Driftwood and wanted to respond with my support for the proposed tax requisition for the Salt Spring Island Watershed Protection Authority. As the new owners of a home on Salt Spring (630 Sunset Drive) that relies on St. Mary Lake for its water supply we strongly support the efforts to protect and improve the quality of the water in the lake and its watershed (along with the other island watersheds). The proposed tax is a small amount to pay to help protect such a valuable island resource.

Thank you,
Earl Rook

2. **From:** Ben Goodman
Sent: January-30-14 12:48 PM
To: George Grams
Cc: Justine Starke; Budget 2014
Subject: watershed taxes

Thanks for the opportunity to comment on this proposed new tax.
I can't think of many uses of the resources of the community more important than protecting our water. What concerns me with this requisition are three things:

This \$110,000 is probably the very thin edge of the wedge. In all probability, the work coming out of SSWIPA will no doubt result in expenditures of much larger amounts of money. It is unreasonable to ask for approval for the initial \$110,000 without addressing this future expenditure - or at least acknowledge upfront that further significant spending is very likely.

As a community, we must maintain a view of all expenditures we are faced with when approving new initiatives. For example, we will be asked to approve expenditure for a new fire hall, the transportation service seems to have become a neverending sinkhole for new funding, we are still paying for the pool and the library just to name a few of the projects that we must find the funds for.

We don't need to incorporate to maintain a sum total of all of these costs so that there is some kind of spending balance and recognition of the total demands on Saltspring's public purse.

Lastly, it bothers me that those living in the direct watershed don't seem to be held accountable for the responsibilities they have that comes with living in a watershed. Some years ago there were moves to have septic upgrades made mandatory along with regular inspections. This seems to have gone nowhere. While no doubt the whole community has some responsibility for watersheds, surely those living directly in the watershed have the most direct responsibility and the greatest financial accountability that comes with living in a watershed.

One further request - PLEASE, stop using the ridiculous notion of value by comparing these continuing tax increases to a "cup of coffee". It is disingenuous at least, if not entirely misleading - and I might add, unprofessional.
Ben Goodman

3. **From:** Richard Ballantyne
Date: January 29, 2014 at 10:05:02 PM PST
To: George Grams <ggrams@islandstrust.bc.ca>

Cc: Grove Peter <petergrove@telus.net>

Subject: Tax Requisition for SSIWPA

George,

Thank you for your article in the Driftwood outlining the whys and wherefores of the need for staff to co-ordinate efforts to address issues with St. Mary's Lake.

I am not a rapid dog "no tax increase" person. Reasonable taxes for reasonable services is a good motto to live by.

And I am all in favour of solving issues like the algae blooms. But more study will people busy, but will have no impact on the lake. Until the Islands Trust or CRD finds some way to force people with inadequate septic systems to bring them up to the type II system standard that VIHA and Islands Trust required me to install in order to get a building permit, problems will persist.

But I digress.

Since you asked in your article, I strongly object to the budget requisition for funds to coordinate the actions of the various responsible groups. None of this work will benefit the water used by me or my neighbours on Scott Point.

Our Waterworks District depends on groundwater, mostly from the very small catchment area of Scott Point. Our water resource base is fragile and constant diligence is required to ensure we have adequate supply to survive the dry summer. Even with aggressive conservation measures the quality of water from our wells requires residents to fund expensive water treatment. No one is suggesting that SSIWPA or any group on Salt Spring is going to assist us with our issues, nor do I expect them to. Our local Improvement District is expected to deal with the issues.

To pay for the water system, Scott Point residents pay \$2.30 per 100 gallons of water in a billing cycle. I note that the current rate charged by North Salt Spring Waterworks to their ratepayers is \$0.96 per 100 gallons.

With no assistance in sight, and with Scott Point residents paying more than twice the amount for water than most of the island's residents, it is patently unfair for Scott Point residents to contribute money to the Islands Trust to fund the SSIWPA. The fact that properties on Scott Point are generally assessed at higher values than Salt Spring averages results in higher actual tax amounts, and only adds to the unfairness.

Until NSSWD ratepayers monthly water tolls come up to Scott Point levels, I strongly suggest that Islands Trust let the beneficiaries of work on St. Mary's Lake water quality pay for it.

I say no to the tax requisition to fund the SSIWPA.

Yours truly,

Richard Ballantyne, P.Eng ICD.D

PS, Do not get me onto my soapbox, which you would if you decide that there are spare tax dollars to fund an Islands Trust intervention in the Kinder Morgan/Trans Mountain pipeline project.

4. **From:** Brenda Guiled

Sent: February-04-14 8:27 AM

To: Budget 2014

Subject: SSI requisition increase for SSIWPA

Dear Islands Trust:

Not to be Grinchy about the woes of those on collective water systems, but we've had a \$15,000 bill this year to redrill a well, then another \$1000 or so to replace a septic tank pump. And, of course, we have to pump our tank every 7 – 10 years, another chunk of cash.

We'd like some taxpayer help with this, please. Oh ... there is none. Right.

The Watershed Protection Authority needs to come up with stronger incentives for the 50% of islanders who pay the full costs of their water systems and troubles to help pay for the other half, who don't seem to know how expensive private wells and septic systems are. Saying that it's cheaper to increase the requisition and deal with the latter on island isn't, alas, very convincing.

We need incentives beyond motherhood statements and savings for those who benefit. After spending a good swack of money to solve my own water problems, I'm not really inclined to figure out what those incentives might be, at least not until those I'm helping are equally happy to help cover my costs.

While we all want to be fair and neighbourly, the proposed increased requisition to help half of islanders at the expense of the other half doesn't fit that bill.

What to do? I don't know, but with all of Salt Spring's great brain power – truly – surely we can come up with something smarter than just an across-the-board tax hike.

Brenda Guiled
Salt Spring Island, BC

5. **From:** Sue Harland
Subject: Tax requisition for watershed protection
Date: February 5, 2014 at 9:50:52 AM PST
To: George Grams

Hello George,
You have my support to instigate a tax requisition of \$110,000. for the year 2014-2015.
I hope, one day, that all those whose water originates from St. Mary Lake will be provided with water which is as healthy as that we enjoy up here on Mt. Tuam.
Keep up the good work.
Regards
Sue Harland
SSI

6. Dear SSI LTC Members, please find attached a letter I submitted for publication in The Driftwood (issue of February 5, 2014, p. 10) concerning the matter above.
I would like for this letter to be recorded as official input into the 2014 Budget comment process that the Trust is currently conducting.

From what has transpired so far, it would appear that the proposed requisition and the coordinator selection process lack transparency and are not being opened to full public scrutiny. SSI taxpayers must be given clear and precise information on this matter, in order to decide whether taxpayers' money would or would not be spent wisely in this case.

Kindly acknowledge receipt of this message. I respectfully request your detailed response to my concerns, as expressed in the attached letter.

Regards,

Luisa Maffi

LETTER TO DRIFTWOOD, published Wednesday, February 5, 2014, p. 10

SSWIPA Questions

After reading George Grams's article "Effective watershed protection needs tax requisition support", The Driftwood, 29 January 2014, p. 9, I have three points to make:

- 1) It would appear that our Trustees feel entitled to tell us what their preference is in terms of what they'd like to hear from us in response to the proposals they put out. Grams's statement to the effect that "Our clear preference is that residents write us supporting the action of the LTC" is disconcerting to say the least, although tempered by his afterthought that "it's also important for us to know if you oppose it."
- 2) To help islanders make up their minds, it would have been helpful if Grams's article had spelled out exactly how the proposed \$110,000 requisition being requested for the SSI Watershed Protection Authority (SSIWPA) would be spent. In a separate article in the same issue of the paper ("Trust launches budget feedback period", p. 4), we get slightly more of an inkling ("The requisition will provide \$110,000 to fund a coordinator position and administrative expenses for the SSI Watershed Protection Authority"). Details are supposed to be found in the Proposed Islands Trust Budget on the Trust website. But a search of that budget reveals no breakdown of the proposed \$110,000 requisition.

The only additional information this writer was able to find is a narrative description of what would be done with the funds: "The money will be used to fund coordination of SSIWPA, including organizing and supporting its work, ensuring community consultation, and supporting a broad range of projects. These include involving the public in watershed restoration and decisions on fresh water infrastructure. Coordination will also involve managing the various agencies in carrying out watershed stewardship/remediation strategies, applying for funding from other sources and making presentations to the community, environmental groups and government agencies."

Lack of breakdown of that proposed amount is perplexing, and leaves one wondering: what part of that sum will go to compensating the coordinator, and what part to other expenses? As taxpayers, we need to have that information in order to decide if we do or do not wish to approve that requisition.

- 3) Since the WPA has made much of its commitment to restoring health to our watersheds and lake ecosystems, the community needs to hear about the criteria applied or to be applied in selecting candidate(s) for the coordinator position. We need assurance that the candidate(s)' qualifications are pertinent to the specialized field of ecosystem health. A background in biology, limnology, ecotoxicology, or even ecology as such wouldn't make the cut. Only a clear understanding of the difference between these fields and the field of ecosystem health will ensure that a coordinator with the appropriate expertise is chosen, and that our taxpayer money is wisely spent. We have had enough waste of taxpayer money through ill-conceived attempts to "fix" St. Mary Lake, as has been the case with the costly aerators fiasco.

Luisa Maffi

7. Ian Peace
Salt Spring Island, BC

February 4, 2014
Islands Trust Council
Attention: Treasurer

#200-1627 Fort Street
Victoria, BC
V8R 1H8

Re: Feedback in support of additional funding for SSIWPA Coordinator

Dear Treasurer,

Thank you for offering this opportunity to provide feedback on your upcoming 2014/15 budget decisions. Please register my support for increasing property tax in accordance with the special tax requisition. I believe it is clearly in the public interest to provide additional resources to SSIWPA. Notwithstanding the lack of certainty about outcomes for surface water quality on Salt Spring Island it is important to take reasonable precautionary measures like, funding the SSIWPA properly.

Further, I support the special tax requisition to pay for mapping eelgrass beds, implement the RAR and increase planning hours.

Yours Truly,

Ian Peace

8. On Feb 8, 2014, at 8:48 PM, Wendy Kaye wrote:

Hello George

Congratulations to the Local Trust Committee for its initiative in forming the SSIWPA. I am very relieved. Volunteer groups do fine work, but they cannot wield the influence or muster the financial resources to really make a difference. I will be more than willing to pay the extra tax to enable the SSIWPA's work toward stable water quality for years to come. The structure of our Local Trust Committee as a coordinating agency with participation from provincial and CRD jurisdictions makes a lot of sense to me, and should be considered as a model for a new form of island government which draws on the economies of scale of larger authorities while an on-island jurisdiction (Islands Trust or ???) holds the reins, allocates the financial resources, and guides the process.

Thanks for all your hard work

Sincerely,
Wendy Kaye

9. From: Karen Clark

Subject: SS Watershed Management Property Tax Requisition

Date: February 12, 2014 at 1:18:57 PM PST

Water is one of the most important issues facing the Salt Spring community. It is essential that as a first step that there is coordination of all agencies involved in water issues on the island. Costs will only increase if our water issues are not addressed in a coordinated plan. \$15/ year is a small price to pay especially considering how many people already buy drinking water or have installed expensive filters. We are on St. Mary Lake water and last year installed a media filter for all of our household water because of the issues at times of extremely high chlorine levels, strong fishy odours, and murky dark water.

This is a complex issue that must be addressed at many levels from the watershed down to the end users.

Sincerely, Karen Clark

Salt Spring Island, BC

10. **From:** Anna Haltrecht
Date: February 15, 2014 at 12:23:00 PM PST
To: George Grams **Cc:** Budget 2014
Subject: tax acquisition

Dear George

I am in favour of the tax acquisition if it really gets some answers and action for our community.

I live on St. Mary's Lake and am one of the few who have a water license and therefore take my water directly from the lake.

It has been alarming in the last couple of years to know that my health may be at risk because of my water.

It is a relief this winter to know that the water is in much better condition, however the summer will return and with it more blooms?

I agree with you that we must find a solution. Having the various agencies working together is really a "no brainer".

Perhaps you could write another article with some more information regarding how the \$110,000 will be spent and how the solutions will be implemented.

The ad in the driftwood this week was helpful. The information on the website is good.

Looking forward to drinking clean St Mary's Lake water very soon,
Anna Haltrecht

11. **From:** marian hargrove
Sent: February-16-14 2:17 PM
To: Budget 2014
Subject: SS watershed management property tax

Dear Peter & George,

I am in favour of the approx. \$15. property tax requisition for this purpose.

May I put an outside-the-box suggestion to the Trust? Would, in this situation, crowd-funding be of any value? I know our population is only 10,500 and this may not be adequate for this method but it may allow those who can to contribute and keep taxes lower for those who are struggling? If not for this particular issue (which will be a popular one amongst residents) perhaps for other needed environmental/ land management/water management fund raising.

Thanks for all your efforts. Marian Hargrove

12. **From:** Karen Wright
Sent: February-16-14 6:56 AM
To: Budget 2014
Subject: Yes

I'm supportive of this initiative and would vote for the tax increase ... Karen Wright

13. NO MORE TAXES!

It is time to have municipality status to coordinate all the taxes collected and where they should be spent.

Library, parks, fire department, water board, + + + + + + + +

If we keep creating more committees and projects that need funding we will go broke.

They all want more money.

Which takes priority?

A municipal council could establish a budget and manage expenses within that budget.

What about considering the retired fixed income property owners that are just trying to survive and keep what they have worked for all their lives to acquire.

More property taxes will drive many of us off the island.

Larry Cross

Salt Spring resident and property owner.

14.

LETTER TO DRIFTWOOD, submitted for publication in February 26, 2014 issue

SSIWPA Tax Concerns Not Addressed

George Grams's Viewpoint "SSIWPA tax concerns addressed" (The Driftwood, February 19, 2014) is a response to my "SSIWPA Questions" letter (The Driftwood, January 29, 2014). In the end, Grams states that he trusts he has addressed my concerns. Not so. In fact, his piece raises more questions than it answers.

In my letter, I pointed to an apparent lack of information about the actual breakdown of the proposed \$110,000 requisition for coordination of the new Water Protection Authority (WPA). This breakdown could not be found in the proposed 2014 Trust budget. Instead of openly telling the community what the breakdown is, Grams refers readers to an obscure briefing note from Island Planner Starke to the Financial Planning Committee, dated November 13, 2013, posted on the Trust site. That is where one learns that almost the entire amount of the proposed requisition (\$104,000) is to be devoted to the coordinator contract itself, at \$50/hour for an estimated 40 hours/week—which amounts to \$2,000/week for 50 weeks.

This is shocking. No justification is provided in this briefing note for such an exceptionally high estimate of time for this contract, or for the proposed hourly rate. And there seems to be little justification possible, even more so that the budget breakdown specifies that the contract may be split between a part-time administrative coordinator and a part-time higher-level coordinator. In fact, it is hard to imagine that the duties and responsibilities involved (also listed in the same briefing note) would take that kind of time to perform and command that level of compensation. In his piece, Grams actually acknowledges that the Trustees have little idea of what may be involved in this position. In his words, "because this is a new position, we can only make estimates on the likely time that coordination will require". Is this kind of imprecision what we should expect of our local decision makers when asking us to put over \$100,000 into this position?

With such vagueness and lack of transparency, and a likely bloated estimate, it is all the more perplexing that the Trustees would expect the community to agree to the proposed requisition. In a previous article, Grams pointed out that this special requisition would amount to adding just \$3.38 in tax for every \$100,000 of residential property value. That is wholly beside the point. What matters is the merit and justification of the requisition itself. Such justification, in my opinion, is totally lacking.

The other key point in my letter was about the qualifications, criteria, and process for the choice of the WPA coordinator. I noted that, since the WPA has proffered its commitment to restoring health to our watersheds and lake ecosystems, the community should expect the coordinator's qualifications to be pertinent to the specialized field of ecosystem health. Grams doesn't at all address this point. In fact, the duties and responsibilities specified for this position show that even just generic expertise in environmental issues is not considered a must, but only an "asset". Lack of appropriate

expertise in ecosystem health in my view would seriously undermine the effectiveness of the coordinator's role.

As for selection criteria and process, Grams only states that the related information is confidential and cannot be publicly shared. This doesn't inspire much confidence in the transparency of the hiring process. Furthermore, the same briefing note shows that a WPA coordinator was hired initially on a short-term, \$8,000 contract at \$35/hour. Are the Trustees suggesting that this initial contract would roll over to a full-time position, at a compensation in excess of \$100,000, at a higher hourly rate, without a new, open, and widely publicized search?

Finally, Grams's Viewpoint makes much of the collaborative approach to watershed governance that SSIWPA supposedly represents, bringing together representatives of local, regional, and provincial agencies. However, it seems dubious that there is much real buy-in by these agencies, when, collectively, they can't even support the position of a coordinator, instead pushing the whole burden onto SSI taxpayers.

This situation calls urgently for clarity, transparency, accountability, and a well thought-out business plan, before any further action is taken. Or otherwise St. Mary Lake and our other watersheds may indeed end up left to their own devices trying to "get well soon"—as the unintentionally ironic cartoon published by the WPA in the February 12, 2014 Driftwood seems to suggest.

Luisa Maffi
Salt Spring Island

From: rkaufman@ualberta.ca [<mailto:rkaufman@ualberta.ca>]

Sent: February 21, 2014 02:09

To: ssltcwebmail

Subject: Contact Form Submission

Contact: Salt Spring Island Local Trust Committee

Name: Reuben Kaufman

Email: rkaufman@ualberta.ca

If you would like to be contacted using a different method than E-mail, please enter the details:

Write your message: Regarding public input on a special property tax requisition for coordination of watershed management on Salt Spring Island: We've known for ages that something has to be done to solve the St. Mary Lake problem. What I don't understand (and many others may not) is why even a modest \$110,000 has to be spent on another desk-job position, rather than putting it toward actions on the ground to address the problem. My suggestion is for SSIWPA to send out publicly a direct answer to that question. George Grams suggested to me that we still don't know what the best solution would be, and before sinking significant money into the problem we need more information. Well if so, make it explicitly clear to the public how this tax requisition brings us closer to a solution and why it is a wise expenditure. Cheers, Reuben

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SSI LTC Seeking Input on Watershed Tax



Item Details:

Full Name: Islands Trust**Expires:** 29 days, 22 hours[Email to a friend](#)Item listed by: [Islands Trust](#) on February 13, 2014

Item Description:

The Salt Spring Island Local Trust Committee has requested a Special Property Tax Requisition of \$110 000 to support coordination of watershed management through the Salt Spring Island Watershed Protection Authority. The Salt Spring Island Watershed Protection Authority is an innovative example of collaborative watershed governance in British Columbia. In endorsing this collaborative model, member agencies including the Ministry of Environment, the Ministry of Health, the Capital Regional District, the Island Health Authority, the Islands Trust, the North Salt Spring Water District, and the Fernwood/Highlands Local Service Commission have committed to pool resources and gather and share information. The mission statement promises to integrate and prioritize key policies, and coordinate action for improved raw water quality (before treatment) and the health, protection and ecological integrity of groundwater and surface water in ALL Salt Spring Island watersheds. It's time to join forces and work together to keep our watersheds healthy. If each household contributes around \$15 in 2014/15, the initiative will can be funded. We hope you'll agree that this essential first step towards healthy

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watersheds is worth it! Find out more about the Salt Spring Island LTC Special Property Tax

Requisition: <http://www.ssiwatersheds.org>

<http://www.islandstrust.bc.ca/islands/local-trust-areas/salt-spring/projects-initiatives/watershed-management.aspx>

Give us your feedback at: budget2014@islandstrust.bc.ca

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MONDAYS
Yoga for Teachers & Friends
3:45-5:15 @ SIMS library

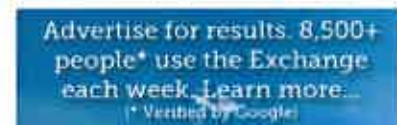
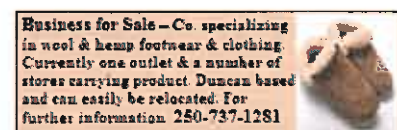


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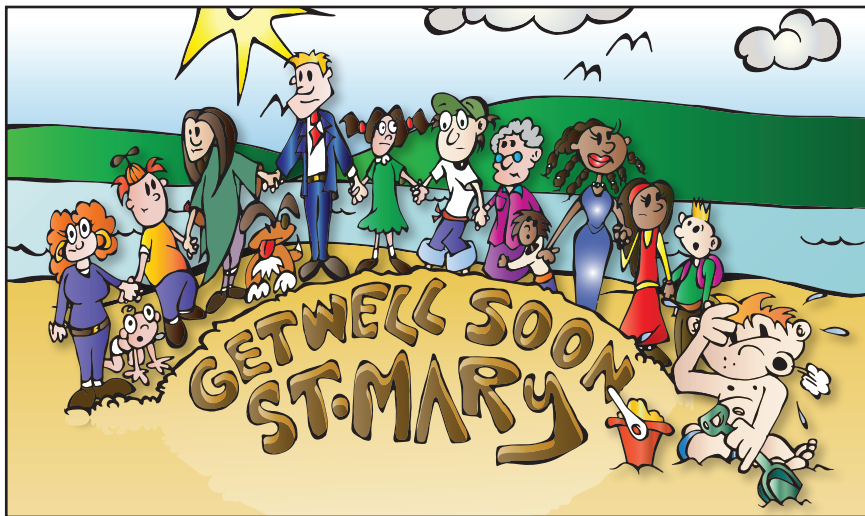
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Posting as Jay Town (Not you?) [Comment](#)

Facebook social plugin



If we want to keep our watersheds healthy, we're going to need to work together!



The Salt Spring Island Watershed Protection Authority is an innovative example of collaborative watershed governance in British Columbia. In endorsing this collaborative model, member agencies including the Ministry of Environment, the Ministry of Health, the Capital Regional District, the Island Health Authority, the Islands Trust, the North Salt Spring Water District, and the Fernwood/Highlands Local Service Commission have committed to pool resources and gather and share information. We will integrate and prioritize key policies, and coordinate action for improved raw water quality (before treatment) and the health, protection and ecological integrity of groundwater and surface water in ALL Salt Spring Island watersheds. Starting with St. Mary Lake, we are breaking down the silos. We are collaborating. That's new, and exciting!

It's time to join forces and work together to keep our watersheds healthy.

Find out more about the Salt Spring Island LTC Special Property Tax
Requisition: www.ssiwatersheds.org

Give us your feedback at: budget2014@islandstrust.bc.ca



DIRECTOR OF TRUST AREA SERVICES 2013-2014 FOURTH QUARTER REPORT

Date: Feb, 2014

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. <u>TRUST COUNCIL / TRUST PROGRAMS COMMITTEE</u> - Prepared budget proposals for 2014-15 - Sent seven letters to delegates at Dec Trust Council - Posted water education web pages - Sent thank you letters re economic sustainability session for Dec Trust Council and administered evaluation survey - Launched and promoted 2013 Community Stewardship Awards program - See advocacy achievements below - See strategic plan achievements below	- Deliver Community Stewardship Awards to June TC - Support trustees and Trust Council on BC Ferries issues. - Survey island water organization re gaps in their information resources
2. <u>AGENCY LIAISON and ADVOCACY</u> - Wrote RFD for Trust Council re participation in National Energy Board's hearing into the Trans Mountain Pipeline Expansion Project - Drafted Chair letters to: - Canadian Environmental Assessment Agency re Roberts Banks Terminal 2 Project - Minister Stone re 2013 BC Ferries service reductions - MLA Don McRae re Islands Trust - Ministers Pimm and Bennett re Support for Agricultural Land Reserve - National Energy Board re Trans Mountain hearing deadline extension request - BC Ferry Coalition re support - Supported Howe Sound Community Forum webinar on BC's Cumulative Impacts Framework - Participated in a meeting of the Joint Working Group for the Removal of Derelict Vessels in BC - Promoted Transport Canada's inventory of derelict vessels to trustees and partners - Participated in a meeting of stakeholders regarding pleasure craft sewage in Saanich Inlet - Reviewed Freedom of Information request re BC Ferries to Ministry of Transportation and Infrastructure and BC Ferries - Assisted Chair with Op Ed for Vancouver Sun on BC Ferries	- Finalize "introductory" letters to remaining Ministers, Trust Area MLAs and Opposition Critics. - Ongoing tracking of legislative and major policy / program changes in all levels of government - Finalize First Nations relations strategy - Continue implementing marine advocacy program (derelict vessels, pleasure craft sewage, NMCA) - Update memorandum of understanding with the BC agency responsible for Crown Lands
3. <u>ISLANDS TRUST FUND</u> See Trust Fund Quarterly Report in agenda package	

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
4. <u>COMMUNICATIONS</u> • Drafted guidelines for LPS staff for news releases announcing LTC decisions • Launched new web subscriber tool • Developed Guidelines for posting subscriber notices • Prepared Budget Package for public input • News Release: Galiano Island LTC Approves Land Transfer to Expand Park • Prepared News Release/Poster for Community Stewardship Awards • Created survey for participants in Economic Sustainability Workshop • Created Social Media Guidelines chart • Tweeted weekly or more frequently – 480 followers up from 441 previous quarter	• Provide service to BIM upon request • Continuously improve website as time allows. • Implement high priority items on EC's communications work plan • Draft 2014-2015 communications specialist work plan • Track communications policies to be updated • Host Web Advisory Group meeting • Follow-up Communications Advisory Group • Budget decision News Release • Design LPS communications templates in collaboration with LPS
5. <u>GRANTS ADMINISTRATION</u> <i>Grants in Progress:</i> • Submitted final report to SCBC for Green Shores for Homes. • Supported development of next stage of Real Estate Foundation grant for Green Shores project. • Supported development of grant application to Real Estate Foundation for Salt Spring Island Watershed Protection Authority: Structured Decision Making Process for St. Mary Lake Watershed Strategic Management Plan <i>Identifying Opportunities:</i> • Distributed grant information on BC Healthy Communities to trustees and staff. • Continued liaison with partners re: Lasqueti Community Energy Project request for grant administration of provincial solar energy funds (\$250,000) and Fraser Basin Council funds (\$56,000)	• Continue to forward information to Bowen on funding opportunities • Support Green Shores project to meet funder deliverables and/or negotiate changes. • Present EC with RFD on Lasqueti Community Energy Project request. • Update database and administrative systems to reflect Qualified Donee status. • Develop project analysis framework for consideration of funding for new projects
6. <u>HUMAN RESOURCES</u> • Completed 2014 performance plans for TAS staff & TFB manager • Worked with management team on organizational improvements requested in staff survey • Completed grants manager hiring process. • Transferred grant duties from departing staff to new staff employee	• Revise two TAS job profiles to reflect Legislative Services Manager role and increased emphasis on electronic communications • Quarterly check-in with TAS staff on achieving objectives in performance plans



TRUST FUND BOARD REPORT TO TRUST COUNCIL 4th Quarter 2013-2014

5.2

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ ADMINISTRATION	
TFB member Julie Glover reappointed for 2 additional years Posted upcoming TFB vacancy (July 2014) Approved 5 new or revised TFB policies focussed on land protection and property management Repealed 5 redundant or outdated policies Completed forage fish mapping project on Thetis, Hornby and Denman; final report due March 31 Eelgrass mapping completed for Ballenas-Winchelsea Local Trust Area, Bowen, Denman Local Trust Area, Gabriola Local Trust Area, Galiano Local Trust Area, Gambier Associated Islands (excluding Thormanbies), Hornby Local Trust Area and Valdes and provided to local trust committees and BIM by April 1, 2014	Design landowner contact pilot program Continue policy review work, with an emphasis on fundraising related policies Work with the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) to incorporate Islands Trust Fund Regional Conservation Planning into CDFCP Conservation Strategies Review and edit ecosystem mapping on MapIT website Reinitiate Crown Grant selection process for Lasqueti
2. COVENANT AND PROPERTY ACQUISITIONS	
Updated covenant template to include provisions for trespass	Continue to negotiate three NAPTEP covenants (1 on Hornby, 2 on Salt Spring) and two regular covenants (1 on Salt Spring, 1 on North Pender) Continue to negotiate covenant for the C. Cunningham Nature Reserve (Salt Spring) with Habitat Acquisition Trust and the Salt Spring Island Conservancy

*As of March 2014 the Trust Fund Board
owns 25 properties and holds 67 covenants (of which 22 have NAPTEP certificates)*



TRUST FUND BOARD REPORT TO TRUST COUNCIL 4th Quarter 2013-2014

5.2

3. PROPERTY AND COVENANT MANAGEMENT	
Initiated management planning for the Cyril Cunningham Nature Reserve (Salt Spring) and Burren's Acres Nature Reserve (Gabriola) Contracted trail building for DL 58 Nature Reserve (Galiano) Developed plan to reroute trail to the summit of Mt. Trematon (Lasqueti) with work to commence in summer 2014	Contract monitoring of species at risk and invasive species removal on ITF Nature Reserves for 2014-15 Repair stairs and improve trail to beach at Ruby Alton Nature Reserve Rename DL 58 Nature Reserve (Galiano) with help from Galiano elementary school
4. COMMUNICATIONS	
News Releases/advertising issued about: - NAPTEP - Eelgrass Mapping Distributed NAPTEP Rack Card to households on Gabriola, Lasqueti, Pender and Thetis New website content included forage fish habitat and eelgrass mapping data, and info about large bird nest protection Distributed e-news updates to email subscribers (2) and trustees (2)	Continue edits and adding new content for ITF website Review existing communications policies and identify gaps Design and print new brochure: How to protect your land Prepare 2013-14 Annual Report Implement new e-news subscriber tool
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Opportunity Fund summary for 2013-14: - Funds raised: \$9,672 - Grants distributed: \$18,450 Ongoing direct mail for donor acquisition and planned giving prospects	Further outreach on planned giving program Review software options to replace ITF's client/donor database and credit card processing Develop fundraising policies to fill identified gaps

*As of March 2014 the Trust Fund Board
owns 25 properties and holds 67 covenants (of which 22 have NAPTEP certificates)*

TRUST PROGRAMS COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Updated: February 3, 2014

WORK PROGRAM

1. COMMUNITY STEWARDSHIP AWARDS

- Deliver 2013 awards program

2. BC FERRIES ADVOCACY PROGRAM (Strategic Plan 4.2)

- Support engagement by Trust Council and trustees on BC Ferries issues

3. INDICATOR PROGRAM

- Research high-priority indicators, such as census and housing

CONTINUING ITEMS

LEGISLATIVE MONITORING

- Monitor changes and report to Trust Council (March 2014)

VACANT CROWN LAND PROFILES

- Bowen Island, Gambier LTC, and Ballenas-Winchelsea Islands – on hold

Lisa Gordon
Designate Staff

Paul Brent
Chair



BRIEFING

To: Trust Council **For the Meeting of:** March 4-6, 2014
From: Clare Frater, Policy Analyst **Date prepared:** February 19, 2014
SUBJECT: ISLANDS TRUST 2014 COMMUNITY STEWARDSHIP AWARDS

DESCRIPTION OF ISSUE:

This year will be the thirteenth year of the Islands Trust's annual awards program designed to recognize individuals and organizations that are pursuing actions in the islands that have made a significant contribution towards the object of the Islands Trust. This briefing is to advise Trust Council of the tasks currently under way to deliver the 2014 awards program.

BACKGROUND:

- The purpose of the Community Stewardship Awards (CSA) program is to recognize and encourage the actions of individuals and organizations that support the mandate of the Islands Trust.
- Since its inception in 2002, 62 awards have been given to individuals and organizations across the entire Trust Area. Nominated and award-winning projects have addressed a wide range of issues including: land, water and marine conservation, agriculture, wildlife rescue and rehabilitation, community news publication, and the compilation and management of community records.
- Trust Programs Committee is responsible for reviewing CSA nominations in May and recommending award recipients to Trust Council in June.
- Administration of the CSA program is established in the Administration of the Community Stewardship Awards Program policy (2.1xi) which defines the CSA nomination and eligibility process as follows below. In February 2014, the Trust Programs Committee directed staff to pilot an April 16 deadline for 2014 Community Stewardship Award applications. This change gives staff six additional working days to summarize nominee information and seek input from local trustees, providing more flexibility in managing work priorities.

Awards Timeline

February:	Announce award program (news release with broad distribution to media and potential nominators, notice board posters, web page information and on-line nomination form).
March:	Provide program materials to trustees for local promotion.
April 16:	Close of nominations, followed by initial staff screening of nominations for eligibility.
Mid-late April:	Staff seek input on nominations from local trustees.
Late April:	Nominations forwarded to Trust Programs Committee members for consideration.
Early May	News release issued and nomination profiles posted to the website
May 12:	Trust Programs Committee recommendations to Trust Council.
June:	Trust Council decision regarding awards and award recipients notified.
June:	News release issued and names of recipients posted to website
Aug:	Trust Programs Committee review of the program and process, if needed.
Fall:	Awards presentation at a Local Trust Committee or Island Municipality meetings.

Awards Process

Acknowledgement of nomination: Following the nomination deadline of April 16, all nominees will receive a certificate of nomination.

Recommendations to Trust Council: Trust Programs Committee will review nominations at its May meeting and make award recommendations to Trust Council's June meeting.

Awards Criteria: Nominees are assessed according to the following criteria: relationship of project or work to the Islands Trust Policy Statement, benefits to the community or Trust Area, collaboration with others, innovation, and the level of community support and involvement.

Awards Presentations: Awards may be presented at a Local Trust Committee or Island Municipality meeting. Each award recipient is presented with a plaque and a letter of congratulations from the Trust Council Chair. In previous years, several award recipients have been honoured at a special event arranged by local trustees, where family, friends, interested community members, local media and others are present. Guidelines for arranging a Community Stewardship Award event (either special or during a regularly scheduled meeting) will be provided to trustees and staff after Trust Council decides on the recipients.

Budget and Resources

- Community stewardship awards consist of an engraved plaque or other small memento. The total cost of all awards should not exceed \$600.00.
- Trust Area Services staff provides support to the Trust Programs Committee in implementing the awards program, which can amount to a week or two of full-time equivalent hours.

ATTACHMENT(S): Community Stewardship Award Program Overview - 2002-2013

FOLLOW-UP: Staff will initiate the 2014 CSA program as directed by policy / Trust Program Committee.

Prepared By: Clare Frater, Policy Analyst, February 6, 2014

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services
Trust Programs Committee – February 3, 2014
Executive Committee – February 18, 2014



Chief Administrative Officer

Community Stewardship Award Program

Overview

2002-2013

Number of Nominations - Since 2002, there have been 153 nominations with an average of 13 nominations per year. The highest number of nominations (18) occurred in 2012 and the lowest number of nominations (6) occurred in 2010.

Nominations per Island since 2002

Pender Islands (North Pender and South Pender) have the most nominations: 41

Salt Spring Island: 28 nominations

Hornby Island: 18 nominations

Denman Island: 11 nominations

Mayne Islands: 10 nominations

Saturna Island: 9 nominations

Galiano Island: 8 nominations

Gabriola and Lasqueti Islands: 7 nominations each

Bowen Island + Bowyer/Passage: 6 nominations

Thetis Island: 4 nominations

Gambier and Trust Wide: 2 nominations each

Number of Recipients – Since 2002, there have been 62 Community Stewardship Awards recipients. There has been a range in the number of awards given each year from three awards in 2002 to six awards given in 2007 and 2008. In 2005, Trust Council awarded four awards and two honourable mentions.

Recipients per Island – Over the last twelve years, the distribution of the awards by island is as follows:

Salt Spring Island – 15 awards

Pender Islands – 11 awards

Hornby Island – 6 awards

Bowen Island – 4 awards

Denman and Saturna Islands – 5 awards each

Mayne Island – 4 awards

Galiano and Gambier Islands – 2 awards each

Gabriola and Lasqueti Islands – 3 awards each

Thetis and Trust wide – 1 award each

2002- 2013 LIST OF NOMINEES/ISLANDS

- **Bullet and bold font indicates award recipients**

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
2013	- Richard Blagborne, Saturna Island - Chris and Judith Plant, Gabriola Island - Jan Slakov, Salt Spring - Ana Miriam Leigh (posthumous), Denman Island - Dr. Peter Carter and Julie Johnston, North Pender Island - Mike Hoebel, Galiano Island - Patrick Smith, South Pender - Jill Treewater, Salt Spring	- Lasqueti Island Forage Fish Team - Mayne Island Conservancy - Salt Spring Island Water Council - Bowen Island Golf Association - Denman Island Volunteer Fire Department - Salt Spring Island Water Preservation Society	Bowen (1) Denman (2) Gabriola (1) Galiano (1) Lasqueti (1) Mayne (1) Penders (2) Salt Spring (4) Saturna (1) Total = 14
2012	- Stuart Watson, Gambier Island - Margot Venton, North Pender Island - Anne Macey, Salt Spring Island - Dr. Donald Marshall, Bowen Island - Peter Karsten, Denman Island - Michael Dunn, Mayne Island - Patricia Forbes, Lasqueti Island - Lindsay Hamson, South/North Pender Islands - Shirley LePers, South/North Pender Islands - Ken Millard, Galiano Island - Monica and Paul Petrie, South/North Pender Islands - Dr. John Sprague, Salt Spring Island - Bob Watson, Salt Spring Island - John Wiznuk, Saturna Island	- Gabriola Island Health Care Foundation, Society and Auxiliary - Hornby Quilters Group - Saturna Island Ecological Education Centre - Denman Island Residents Association's Parks Committee	Bowen (1) Denman (2) Gabriola (1) Galiano (1) Gambier (1) Hornby (1) Lasqueti (1) Mayne (1) Penders (4) Salt Spring (3) Saturna (2) Total = 18
2011	- Sue Ellen Fast, Bowen Island - Barry Mathias, Pender Islands - Sara Steil, Pender Islands - Jane Wolverton, Galiano Island - Henning Nielsen, Denman Island - Gisele Rudischer, Gabriola Island - Nadia Krebs, Galiano Island - Wayne Hewitt, Salt Spring Island	- Hornby New Clinic Committee, Hornby Island - Pender Island Fire Rescue Department, Pender Islands	Bowen (1) Denman (1) Gabriola (1) Galiano (2) Hornby (1) Penders (3) Salt Spring (1) Total = 10
2010	- Tekla Deverell, North Pender - Patti Willis, Denman - Jon Guy, Saturna - Sylvia Pincott, North Pender - Dorothy Cutting, Salt Spring - Pat Ropars, Saturna		Denman (1) Pender (2) Salt Spring (1) Saturna (2) Total = 6
2009	- Kelsey Mech, Salt Spring - Patricia McLaughlin, Denman - Jacqueline Booth, Salt Spring (Posthumous nomination) - Andrew Carmichael, Hornby - Linda and Peter George, Gabriola - Janice Oakley and Martine Paulin, Galiano	- Hornby Island Residents and Ratepayers' Association - Salt Spring Island Conservancy - Lasqueti Internet Access Society - Mayne Island Early Childhood Society - Mayne Island Agricultural Society and Fall Fair - Pender Islands Community Service Society - Pender Organic Community Garden Society	Denman (1) Galiano (2) Hornby (2) Mayne (2) Lasqueti (1) Pender (2) Salt Spring (3) Total = 13
2008	- Mary Cooper, Mayne - Maureen Moore, Salt Spring - Geri Crooks, Saturna - Alasdair and Nancy Gordon, Lasqueti	- Lasqueti Island Nature Conservancy - Lyall Creek Salmon and Trout Enhancement Project, Saturna Island - Saturna Scribbler Volunteers - Land Trust Alliance of British Columbia	Denman (2) Galiano (1) Lasqueti (2) Mayne (2)

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
	Peter Askin, Mayne John Arthur Money, Saturna Patricia McLaughlin, Denman Lon Wood, Thetis Grant Gordon, Thetis Patti Willis, Denman Bowie Keefer, Galiano Tekla Deverell, Pender	Pender Islands Animal Welfare Society	Pender (2) Saturna (4) Salt Spring (1) Thetis (2) All islands (1) Total = 17
2007	• Ursula Poepel - Pender Islands • Karl Hamson - Pender Islands • Jennifer Brown MacLeod - Gabriola Derek Hopzapfel - Pender Islands Sara Steil – Pender Islands David Rae – Pender Islands Beverley Vreeswijk - Thetis	• The Pender Post - Pender Islands • Gambier Island Conservancy • SSI Alternative Gypsy Moth Control Program Pender Islands Conservancy Association	Pender (7) Salt Spring (2) Gambier(1) Gabriola (1) Thetis (1) Total = 12
2006	• Bob Burgess, Thetis • Anne Johnson, Mayne David Manning, Pender Glenna Borsuk, Gabriola Jan Kirby, Pender Michelle Marsden, Pender	• Michelle Marsden and the B.C. Coastal Clean Up Campaign, Pender Islands • Salt Spring Island Conservancy, Mount Erskine Campaign	Pender (4) Salt Spring (1) Thetis (1) Mayne (1) Gabriola (1) Total = 8
2005	• Hilary Brown, Hornby • Katherine Dunster, Bowen Nicholas/Naomi Wilde, North Pender (honourable mention) Christa Grace-Warrick, North Pender Darlene Gage, Hornby Dave and Florence Davidson, North Pender Leigh-Ann Millman, Gabriola Maureen Moore, Salt Spring Newell Smith, North Pender Robert Weeden, Salt Spring Sylvia Pincott, North Pender	• Hornby Water Stewardship Project • Mayne Island Japanese Gardens Denman Conservancy Association (honourable mention) Hornby Island Community Economic Enhancement Corporation	North Pender (5) Hornby(4) Salt Spring (2) Bowen (1) Gabriola (1) Denman (1) Mayne (1) Total = 15
2004	• Kenneth Millard, Galiano • Tom Gossett, Salt Spring Susan Crowe Hornby Island Andrew Carmichael/Dale Chase, Hornby Darlene Gage, Hornby Don Herbert, Mayne David Work, Hornby	• Island Stream and Salmon Enhancement Society, Salt Spring Island • Salt Spring Island Residents for Responsible Land Use	Hornby (4) Salt Spring (3) Galiano (1) Mayne (1) Total = 9
2003	• Jenny Balke, Denman • Tony Quin, Hornby Margaret Taylor, Gabriola Giles Bassett, Hornby Chris Ferris, Lasqueti Pat Forbes, Lasqueti Donald Twohey, Passage Kathy Reimer, Salt Spring	• Bowen Forest & Water Management Society • Islands in the Salish Seas Mapping Project - All Islands Conservancy Hornby Island Hornby Residents & Ratepayers Assn Mayne Agricultural Society and Fall Fair The Pender Islands Museum Society The Pender Islands Parks Commission Whalewch Farm, Pender Island Salt Spring Island Monetary Foundation	Hornby (4) Penders (3) Lasqueti (2) Salt Spring (2) Bowen (1) Denman (1) Gabriola (1) Mayne (1) Passage (1) All Islands (1) Total = 17
2002	• Maureen Milburn, Salt Spring Tony Quin, Hornby David Spalding, South Pender Bev Bullen, Hornby Earl Hastings, Pender Islands Helen Allison, North Pender Island The Late Allan Brooks, South Pender David and Mary Dennis, North Pender	• Community of Trincomali – North Pender Island • Island Wildlife Natural Care Centre - Salt Spring Island Pender Islands Recycling Society Salt Spring Island Monetary Foundation Salt Spring Women – Preserve /Protect Salt Spring Women – Fund raising	Penders (7) Salt Spring (5) Hornby (2) Total = 14

REQUEST FOR DECISION

To: Islands Trust Council

For the Meeting of: March 4-6, 2014

From: Executive Committee

Date: February 12, 2014

SUBJECT: ADVOCACY COSTS AND RESOURCES

RECOMMENDATION:

That the Islands Trust Council remove from its Follow-Up Action List the task “Advocacy strategy re marine and coastal issues”.

That the Islands Trust Council direct the Executive Committee to review financial, staff and trustee resources available for all advocacy activities, and provide the results of the review with recommendations to Trust Council.

That the Islands Trust Council direct the Executive Committee to oversee development of a draft framework for assessing advocacy campaign priorities and for selecting advocacy methods.

CHIEF ADMINISTRATION OFFICER COMMENTS: Trust Council's Advocacy Policy (section J.2) calls for an evaluation of the advocacy program in the last year of each term of the Islands Trust Council. Meaningful evaluation requires a better understanding than we now have of the objectives and effectiveness of various advocacy topics and methods. Staff recommend laying the foundation for the evaluation now, while also creating a useful decision-making framework for future Councils. This would require going beyond the scope of Trust Council's December resolution: “to study and make recommendations to Council regarding the costs and resources necessary to create an advocacy campaign for the marine and coastal protection of the Salish Sea.”

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The exercise of reviewing the costs and resources available for all advocacy activities will improve decision-making and priority-setting. It will increase organizational awareness of available capacity and competing demands for Trust Area Services' resources. Creating decision-making frameworks will confirm and clarify the values, objectives and assumptions that underlie an effective advocacy program. Trust Area Services staff estimate about three to five days of staff time to implement the recommendations. In order to provide fresh perspective and reduce impacts on existing initiatives, staff may hire a consultant to assist.

FINANCIAL: Up to \$4000 for a consultant (from base budget in 2013-2014)

POLICY: Could result in changes to the Advocacy Policy

IMPLEMENTATION/COMMUNICATIONS: With Council's support, staff would treat this as a high priority, and work with Executive Committee to return a draft framework to Trust Council in June.

OTHER: N/A

BACKGROUND

In December 2013 the Islands Trust Council directed the Executive Committee to study and make recommendations to Council regarding the costs and resources necessary to create an advocacy campaign for the marine and coastal protection of the Salish Sea, and directed that all related advocacy issues such as aquaculture, oil tanker traffic, coal transport and climate change be included in this examination.

In January 2014 staff requested Executive Committee's support to undertake a review of financial, staff and trustee resources available for all advocacy activities and to consider adopting a framework for assessing advocacy campaign priorities and for selecting advocacy methods. Executive Committee is now seeking Trust Council's support for this broader examination of how advocacy is managed instead of the direction provided at December Trust Council to focus on resources needed only for marine advocacy.

In February 2014, staff discussed a draft decision-making framework for advocacy with the Trust Programs Committee but the draft was not yet polished enough for Trust Council's consideration. Trustee Law subsequently contributed a list of suggested factors for selecting Islands Trust advocacy topics (see attached). With Trust Council's encouragement, staff will produce a draft for a future meeting.

Executive Committee recommends that Trust Council undertake a comprehensive review of its advocacy function and capacity. The reasons for this suggestion include:

- Lack of formal decision-making criteria for all advocacy topics, not just marine
- Increasing requests and expectations from constituents and trustees for advocacy
- Growing reputation of Islands Trust as an effective advocate creates more demand
- Organizational need to review current delivery methods for other Trust Area Services organizational commitments (e.g. stewardship awards, annual report, legislative monitoring, BC Hydro wood pole treatment referrals, non-advocacy EC/TPC support)
- Organizational need to review other Trust Area Services organizational responsibilities that have been deferred or displaced in recent years in favour of advocacy and evaluate what is an appropriate distribution of resources (e.g. Indicator program, Policy Statement updating, interagency cooperation agreement management and updating, Crown Land profiles).
- Organizational need to review Trust Area Services job profiles
- Non-marine advocacy topics can consume a substantial amount of the available advocacy resources. (e.g. significant advocacy topics with recurring demands include BC Ferries, Howe Sound Management Plan and the Water Sustainability Act)
- A comprehensive review of the function and capacity of the advocacy program would lay the foundation for a formal evaluation of the program. The Advocacy Policy (section J.2) calls for an evaluation of the advocacy program in the last year of each Islands Trust Council term.

Scope of review to include:

1. Staff and Trustee Resources (in the context of other legislated responsibilities)
 - a. Estimate of percent of staff time allocated to Advocacy in 2013 and a recommendation about percent of time in future for the following positions: Policy Analyst, Director of Trust Area Services, Chief Administrative Officer, Communications Specialist, Trust Area Services Secretary,
 - b. Committee capacity to direct and review advocacy work (EC/TPC/LTCs)
 - c. Chair capacity to represent advocacy positions (e.g. review drafts, speaking notes, meetings, media interviews)
2. Financial resources (percent of \$8,000 Trust Area Services annual program budget), special program budgets as available
3. Evaluation of the following supports for improved decision-making about advocacy.

- a. Decision-matrices with criteria to guide staff recommendations and political selection of campaigns and/or methods. (Draft decision-matrices are attached for discussion and refinement of the categories, criteria, ranking weight of criteria, etc.)
- b. Change in the content of advocacy-related Request for Decision documents
- c. Change in practices for developing / amending the Strategic Plan
- d. Change in Council/Executive Committee practice for addressing emerging advocacy topics
- e. Implications for and consideration of amendments to:
 - i. Advocacy Policy
 - ii. Executive Committee Terms of Reference
 - iii. Trust Programs Committee Terms of Reference

REPORT/DOCUMENT:

1. Trustee Law's Suggested Factors for Selecting Islands Trust Advocacy Topics

KEY ISSUE(S)/CONCEPT(S): Policy Statement Object; Effective use of staff and financial resources

RELEVANT POLICY: Advocacy Policy

DESIRED OUTCOME: Effective use of staff, trustee and financial resources; appropriate allocation of resources to programs.

RESPONSE OPTIONS

Recommended:

That the Islands Trust Council remove from its Follow-Up Action List the task "Advocacy strategy re marine and coastal issues".

That the Islands Trust Council direct the Executive Committee to review financial, staff and trustee resources available for all advocacy activities, and provide the results of the review with recommendations to Trust Council.

That the Islands Trust Council direct the Executive Committee to oversee development of a draft frameworks for assessing advocacy campaign priorities and for selecting advocacy methods.

Alternative:

1. Confirm the original December 2013 direction to the Executive Committee to study and make recommendations to Council regarding the costs and resources necessary to create an advocacy campaign for the marine and coastal protection of the Salish Sea, and to include all related advocacy issues such as aquaculture, oil tanker traffic, coal transport and climate change in this examination.

Prepared By: Clare Frater, Policy Analyst

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, February 12, 2014



Linda Adams, Chief Administrative Officer

Suggested factors for Selecting Islands Trust Advocacy Topics

Importance

- There is a risk to environment/amenities
- Advocacy would implement a Policy Statement policy
- The topic has been identified in the Strategic Plan
- Significant public concern has been articulated (delegations/correspondence)

Urgency

- The risk is immediate
- There is a statutory/consultation process in place
- A key decision is to be made by another entity

Appropriateness

- IT has a history of involvement in the issue
- No requirement for expertise IT does not have nor can easily access
- No other entity is conducting effective advocacy

Achievability

- Likelihood of affecting decision(s)
- Potential for influencing advocacy by other entities
- Prospect of getting topic actively worked on by key agency/agencies

Required involvement

- Low: Statement of position and/or support of other entities
- Medium: Utilization of existing information and/or participation in co-operative effort
- High: Research/analysis and/or leadership role

Required time

- Short: weeks/months
- Medium: 1-2 years
- Long: 3 years to on-going

Required resources

- Low: Can be included in existing work program and budget
- Medium: Requires re-prioritization of existing work program and/or budget
- High: Requires additional resources and budget

Trustee Tony Law – 03.02.2014

Judith Graham
P. O. Box 269
Gabriola Island

February 12, 2014

Sheila Malcolmson, Chair
Islands Trust Council

Dear Sheila

Re: Changes to Canada's Antenna Siting Policy

Thank you for forwarding the announcement from Industry Canada and the Federation of Canadian Municipalities which describes a new consultation process with respect to proponents of transmission towers of any kind.

The following is an excerpt from the announcement:

The [antenna protocol template](#) launched by FCM and the Canadian Wireless Telecommunications Association (CWTA) last year went beyond the requirements of Industry Canada's existing regulations to establish a more extensive consultation between wireless companies and affected communities on all towers to be built, regardless of height.

As we are well aware, Gabriola in particular has had to deal with this contentious tower issue on a number of occasions already. I have no doubt, because of spectrum auctions and seemingly unlimited wireless enhancements, the pressure will continue to increase. There may be a number of Island residents who might welcome this. I am also well aware that there are many who have moved here specifically to avoid it.

I would strongly support any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

Yours sincerely,

Judith Graham

From: adamhuber [<mailto:adamhuber777@gmail.com>]
Sent: February-13-14 2:53 PM
To: Sheila Malcolmson
Subject: Cell Tower Proposal

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Adam Huber
120 Beddis Rd.
SSI
778-549-2160

From: Allen Schoen [<mailto:amsdvm@gmail.com>]
Sent: February-13-14 2:49 PM
To: Sheila Malcolmson
Cc: Marie Smith
Subject: Cell Towers and Electromagnetic pollution

To: "Sheila Malcolmson Chair" <smalcolmson@islandstrust.bc.ca>
Cc: "Islands Trust Council Executive Coordinator Marie Smith"
<msmith@islandstrust.bc.ca>
Sent: February 13, 2014
Subject: [Cell Towers - Health] Islands Trust Area - Antenna Protocol Template

Dear Islands Trust Council,

I strongly support all initiatives by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template which would cover all Islands Trust areas.

As you are aware through concerns about BC Hydro's wireless smart metering program, much of the population in the Islands Trust Council's jurisdiction are also concerned about all wireless technologies infringing upon our lives in every way: health, property values, privacy, and security.

Please help us protect our precious environment and way of life.

Thank-you.

Sincerely,

Allen M. Schoen, DVM, MS, Ph.D. (hon.)

--

Allen M. Schoen, MS, DVM, Ph.D. (hon.)
www.kindredspiritsproject.com
www.dr Schoen.com

From: Amy MacLeod [<mailto:aimcentral@shaw.ca>]

Sent: February-13-14 1:01 PM

To: Sheila Malcolmson; Marie Smith

Subject: Initiative for FCM/CWTA Template

> Dear Islands Trust:

>

> As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

>

> The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

>

> Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Amy MacLeod

Full time Resident/land owner

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

From: Cecile Petra [mailto:cpetraot@shaw.ca]

Sent: February-13-14 12:25 PM

To: Sheila Malcolmson; Marie Smith

Subject: Antenna Protocol Template

Dear Ms. Malcolmson and Islands Trust Council:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Cecile Petra

From: Cecilia Pech [mailto:cecilia@saltspringwellness.com]

Sent: February-13-14 12:53 PM

To: Sheila Malcolmson;

Subject: Urgent

Dear Ms. Malcolmson

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Cecilia Pech

saltspringwellness.com

250. 538.8915

From: cedar [<mailto:resonant.touch@gmail.com>]
Sent: February-13-14 1:12 PM
To: Sheila Malcolmson; Marie Smith
Subject: Re: urgent

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Cedar Mathias

From: Doug & Elizabeth Latta [<mailto:delatta@telus.net>]
Sent: February-13-14 2:20 PM
To: Marie Smith; Sheila Malcolmson
Cc: Louise Decario; Sandy Pottle; Dennis and Sharon Noble
Subject: Community consultation re Wireless installations

Elizabeth and Doug Latta,
1029 Montague Road,
Galiano Island, BC, V0N 1P0

February 13, 2014

Sheila Malcolmson, Chair
Islands Trust Council.

Dear Ms Malcolmson,

I have recently heard that Industry Canada has advised municipalities of the need to consult with citizens regarding the placement of new wireless installations in a community. While I also understand that this may be an exercise in futility as the government would always have the final say, I hope that you will make it possible for such discussions to take place in our Island communities. While there are those who would like to see more towers go up to facilitate ultra high speed connection with everywhere at all times, there are a great many folk who have come to the islands to remove themselves from such a scenario. The reasons range from slowing down their lives to fear for their health from EMF pollution, a real and present danger.

On our island the placement of a cell tower was fought about 10 to 12 years ago. Fortunately we were able to convince the powers that were then, that this was not a good idea and the landowner was considerate enough to say that if the community did not want it, he would not go for the deal. To this day, however, there is a group which seeks greater cell tower coverage as a means of boosting the island economy and another group who seeks freedom from the aforementioned concerns. It is necessary to have a dialogue about this matter and I hope that you can adopt this Industry Canada communication to facilitate the same.

Thank you,

Elizabeth and Doug Latta
Galiano.

From: GKB [<mailto:gkbowie@yahoo.com>]
Sent: February-13-14 2:22 PM
To: Sheila Malcolmson; Marie Smith
Subject: The proliferation of microwave towers/collectors

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

George Bowie
Saltspring Island

From: Gwen Gagne [<mailto:gwen@quietjoy.ca>]

Sent: February-13-14 1:41 PM

To: Sheila Malcolmson

Subject: Concerned Salt Spring resident

> Dear Islands Trust:

>

> As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

>

> The proliferation of microwave towers/collectors around this province

> is

increasing at an alarming rate, without consideration of the health/environmental impacts.

There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

>

> Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

>

> Sincerely, Gwen Gagne

From: Harry warner [<mailto:harryw@savesaltspring.com>]
Sent: February-13-14 3:47 PM
To: alcolmson@islandstrust.bc.ca; Marie Smith
Subject: FCM/CWTA Antenna Protocol

[sm](#)

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Lee Road Community Farm
140 Lee Road,
Salt Spring Island,
BC V8K 2A5
Canada
250 653 4041

From: Jan Kennedy [<mailto:jans4cafe@yahoo.ca>]
Sent: February-13-14 11:10 PM
To: Sheila Malcolmson; Marie Smith
Subject: Antenna Protocol within the Islands Trust area

I would strongly support any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

Sincerely,
Jan Kennedy
Hornby Island, BC

From: Jane & Stepan [<mailto:jtal@telus.net>]
Sent: February-13-14 5:02 PM
To: Sheila Malcolmson; Marie Smith
Subject: Re: Changes to Canada's Antenna Siting Policy
Importance: High

Dear Sheila Malcolmson,

I support Judith Graham in her request concerning changes to Canada's Antenna Siting Policy as she elucidates below.

I would like to add my support to any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

I strongly encourage the IslandsTrust Council to do so at the upcoming meeting on Hornby Island, BC.

Thank you very much,

Jane Talbot

Hornby Island BC

V0R1Z0

From: jennifer armstrong [<mailto:jbarmstrong@uniserve.com>]
Sent: February-13-14 4:32 PM
To: Sheila Malcolmson
Subject: Changes to Canada's Antenna Siting Policy

Dear Islands Trust Council,

Re: Changes to Canada's Antenna Siting Policy

Thank you for forwarding the announcement from Industry Canada and the Federation of Canadian Municipalities which describes a new consultation process with respect to proponents of transmission towers of any kind.

The following is an excerpt from the announcement:

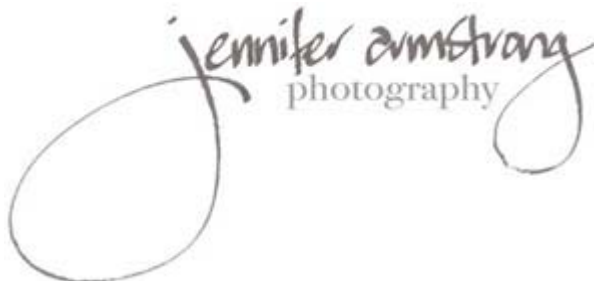
The antenna protocol template launched by FCM and the Canadian Wireless Telecommunications Association (CWTA) last year went beyond the requirements of Industry Canada's existing regulations to establish a more extensive consultation between wireless companies and affected communities on all towers to be built, regardless of height.

As we are well aware, Gabriola in particular has had to deal with this contentious tower issue on a number of occasions already. I have no doubt, because of spectrum auctions and seemingly unlimited wireless enhancements, the pressure will continue to increase. There may be a number of Island residents who might welcome this. I am also well aware that there are many who have moved here specifically to avoid it.

I would strongly support any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

Yours sincerely,
jennifer armstrong

hornby island, bc

A handwritten signature in dark ink that reads "jennifer armstrong". Below the signature is a logo consisting of the word "photography" in a lowercase, sans-serif font, with a stylized, circular graphic element to its left.

250.335.1915

From: Kim Christie [<mailto:kimsyurt@mail.com>]
Sent: February-13-14 4:29 PM
To: Sheila Malcolmson
Subject: Consultation

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely, Kim Christie

....the only constant is change...

From: Kit Maloney [<mailto:lunakits@yahoo.com>]
Sent: February-13-14 5:04 PM
To: Sheila Malcolmson; Marie Smith
Subject: Proliferation of microwave towers/collectors on Gulf Islands

Dear Islands Trust:

As a resident of Gulf Islands (Mayne Island) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Kit Maloney

From: Laurie Steffler [<mailto:lauriesteffler@gmail.com>]
Sent: February-13-14 2:08 PM
To: Sheila Malcolmson; Marie Smith
Subject: Fwd: URGENT: send email today!

Dear Ms. Malcolmson and Ms. Smith:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,
Laurie Steffler , SSI V8K1A1

From: lrfloyd [mailto:lrfloyd@shaw.ca]

Sent: February-13-14 12:10 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: [Cell Towers - Health] Islands Trust Area - Antenna Protocol Template

Importance: High

Dear Islands Trust Council,

I strongly support all initiatives by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template which would cover all Islands Trust areas.

As you are aware through concerns about BC Hydro's wireless smart metering program, much of the population in the Islands Trust Council's jurisdiction are also concerned about all wireless technologies infringing upon our lives in every way: health, property values, privacy, and security.

Please help us protect our precious environment and way of life.

Thank-you.

Sincerely,

Linda R. Floyd, 230 Cedar Lane, Salt Spring Island, BC V8K 1R3 (250-537-2829)

From: linnet kartar [<mailto:lkartar@gmail.com>]

Sent: February-13-14 7:08 AM

To: Marie Smith; Sheila Malcolmson; Gisele Rudischer

Subject: Fwd: For Consideration at Trust Council: re: changes to Canada's Antenna Tower Siting Policy

Subject: Re: Changes to Canada's Antenna Tower Siting Policy

"Industry Canada has also permanently closed a major loophole that let antenna towers under 15 meters be built without notification or consultation with municipalities and the public."

This is a truly welcome announcement.

The fabric of our island life needs the protection that this ruling offers.

I hope that the Council of the Islands Trust will take advantage of this opportunity to do everything they can to turn down any application now in process, and in the future, to develop more towers in the Trust area.

Thank you for your consideration.

Linnet Kartar

From: m moore [<mailto:m@gulfislands.com>]

Sent: February-13-14 12:55 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: Cell Towers

Dear Chair Sheila Malcolm and Islands Trust Council

At the 11th hour I heard that cell towers and their location are going to be on the next Council Agenda.

I would like the Trust to know I do not want to live near a cell tower and therefore would like islanders to have some influence on this issue which is somewhat like zoning.

I bought in a residential area so I would not be near any property zoned industrial.

I would not buy or choose to live near a cell tower.

I do not want to have to move to escape a cell tower.

Sincerely,
Maureen Moore
Salt Spring Island
538-1732

**Miriam Ulrych MA MSW
Individual & Family Counselling
2726 Wallace Street, Vancouver BC V6R 3V7
604-224-2284 m.ulrych@shaw.ca**

February 13, 2014

Sheila Malcolmson, Chair
Islands Trust Council

Re: Changes to Canada's Antenna Siting Policy

I am very glad to learn that the establishing of a "more extensive consultation between wireless companies and affected communities on all towers to be built regardless of height" has been announced by Industry Canada and the Federation of Canadian Municipalities.

As someone who lived through the horrible health consequences which resulted from the installation of urea-formaldehyde foam insulation in 80,000 Canadian homes (an action taken with the best of energy conservation motives), I became a once-bitten-twice shy consumer.

And as a long-ago instructor at UBC in *Technology and Society*, in which we walked engineering students through dozens of case studies that examined how scientific breakthroughs routinely combined with profit-making interests to wreck havoc on human health it became apparent to me that in the history of technology, a rush to market without sufficient health research has been the norm rather than the exception.

My family's summer cottages on Hornby began to play a larger part in our lives and to become our designated retirement homes in large part because of the very real damage we suffered during the three years of the UFFI debacle. I am not prepared to be the same passive consumer I was back then.

So please do whatever you can to support an initiative by the Islands Trust Counsel to move toward the adoption of the comprehensive FCM/CWTA antenna protocol that would cover all the islands.

Yours sincerely,



From: Usha Haywood [<mailto:jayrambt@gmail.com>]
Sent: February-13-14 2:21 PM
To: Sheila Malcolmson; Marie Smith
Subject: Fwd: sorry, small adjustment to letter

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely, Neil and Usha Haywood

From: cnhall [<mailto:cnhall@telus.net>]
Sent: February-13-14 4:02 PM
To: Sheila Malcolmson
Cc: Marie Smith
Subject: March Trust Council meeting

To the Trust Council:

It has come to our attention that the Islands Trust Council will be considering the location of cell phone towers in its upcoming March meeting on Hornby Island. We wish to point out to you that in 2013, the Federation of Canadian Municipalities and the Canadian Wireless Telecommunications Association jointly issued a new antenna protocol template that greatly increases the degree of community consultation regarding placement of such towers. In short, it advises that there MUST be MEANINGFUL consultation on the siting of cell phone towers, including for the first time towers under 15 metres in height. However, for the smaller towers, the municipality must request such consultation.

We strongly urge you to adopt a standard protocol across all of the Islands Trust that there be significant and meaningful public consultation on any island where any new tower is contemplated. We recognize that there are significant pressures, including from some members of the public, to adopt more and more wireless infrastructure. However, Canada's Safety Code 6 (regulating the RF emissions from such towers and from cell phones, smart meters, cordless phones, etc.) is woefully out of date, as it does not even address the low level, non-ionizing, non-thermal effects of such emissions. It is these emissions that have been found by the World Health Organization to be a Class 2B carcinogen (possibly carcinogenic to humans - the same category as lead and asbestos). More and more studies are finding serious public health concerns as a result of such emissions, which cannot be seen, heard, or felt. We are enclosing just a couple of documents regarding these problems from Citizens for Safe Technology. We urge you to look up their website for more information.

Please deal very carefully with this critical issue. Once a tower is approved, it will be virtually impossible to get rid of it.

Thank you,

Norm and Carol Hall
Denman Island

From: Norm [<mailto:norm.r@sios.ca>]
Sent: February-13-14 2:07 PM
To: Sheila Malcolmson
Subject: Re: Changes to Canada's Antenna Siting Policy

Dear Sheila Malcolmson, Chair Islands Trust Council

I have been studying matters related to cell towers intensely for more than the last 3years, for a considerable period of time the study and research was a 7 day a week and frequently 16 hours a day endeavor. I have never run across a topic that is so involved with so many diverse threads to follow and understand. Imagine a field of study where one would have to be comfortable discussing a variety of science topics simultaneously with such science luminaries as Mendel, Planck, Einstein and others. A study of the topic requires a understanding of the sciences these people were involved with.

Recently I prepared a discussion paper on issues to consider when considering cell tower placement and rezoning considerations. The concerns include not only health concerns. They also include property values, liability issues, tax revenue and environmental considerations. Accompanying the paper was approximately 1200 pages of primarily scientific papers identifying considerations to be considered when considering cell tower placement.

Despite what the nay sayers say there is consistent evidence that microwave radiation causes biological harm. If the council wishes I can provide the additional documents via a electronic medium.

I have attached the discussion paper titled Cell Tower Re – Zoning, please review and consider the content of this file before any decision on a siting policy is established.

--

Norm Ryder

From: Pat Barclay <patbarclay@shaw.ca>
Date: February 13, 2014 12:48:13 PM PST
To: smalcolmson@islandstrust.bc.ca
Subject: re: Changes to Canada's Antenna Siting Policy

February 13, 2014

Sheila Malcolmson, Chair
Islands Trust Council

Dear Sheila,

Re: Changes to Canada's Antenna Siting Policy

I've received a copy of Judith Graham's letter to you re the announcement from Industry Canada and the Federation of Canadian Municipalities which describes a new consultation process with respect to proponents of transmission towers of any kind.

The following is an excerpt from that announcement:

"The [antenna protocol template](#) launched by FCM and the Canadian Wireless Telecommunications Association (CWTA) last year went beyond the requirements of Industry Canada's existing regulations to establish a more extensive consultation between wireless companies and affected communities on all towers to be built, regardless of height."

As we are well aware, Salt Spring in particular has had to deal with this contentious tower issue on a number of occasions already. I have no doubt, because of spectrum auctions and seemingly unlimited wireless enhancements, the pressure will continue to increase. There may be a number of Island residents who might welcome this. I am also well aware there are many who have moved here specifically to avoid it.

I would strongly support any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template, which would cover all the Islands Trust area.

Yours very sincerely,

(Mrs.) Pat Barclay
120Creekside Drive
Salt Spring Island BC
V8K 2E4

From: Pat (Neddy) Harris [<mailto:neddy@saltspring.com>]
Sent: February-13-14 3:46 PM
To: Sheila Malcolmson
Subject: For Trust Council

For Trust Council,

I support any initiative by the Islands Trust Council to move toward the adoption of the FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

thx

Pat Harris
323 Musgrave Rd
SSI V8K 1V5

From: Trish Faurot [<mailto:saltspringspirit@shaw.ca>]
Sent: February-13-14 1:25 PM
To: Sheila Malcolmson
Cc: Marie Smith
Subject: Microwave towers/collectors

Dear Islands Trust:

As a resident of Salt Spring Island, I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of health or environmental impacts. Hundreds of research articles have been written explaining how these frequencies interfere with bee hive function, bird migration, and human melatonin production.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Health Canada's Safety Code 6 governs the safety of cellphones and towers wi-fi, smart meters and all other wireless devices. How can a safety code that has not been updated since the 1970's, before cell phones and wifi existed, possibly be sufficient for the levels of wireless radiation we have today. If the radiation emitted by cell phones is safe, why do the following companies include the warning quoted below on their wireless devices:

"Smart phone manufacturers Apple, Motorola, and Cisco all publish warnings in their manuals saying their phones, pads and Wi-Fi devices emit radiation shown to cause cancer in lab animals and to avoid over-exposure by holding it away from your body, or to keep a safe distance from the lower abdomen of a teenage girl."

Despite those stern warnings, the same companies are able to put such potentially harmful devices on store shelves in Canada. They are exercising a loophole in Health Canada's archaic safety standards for microwave devices that hasn't been updated in decades, since the first microwave, then the only emitting device in a Canadian home.

Belgium and France have new laws that don't allow manufacturers to market wireless devices to children because they are the most vulnerable while in Canada, we still force children in schools to be exposed to unmeasured levels of microwave radiation from cell phones and Wi-Fi.

Why? !? If the radiation emitted by cell phones and other wi-fi devices causes cancer in lab animals, why are we increasing our citizens' exposure on a daily basis, especially with the introduction of smart meters and the relay devices necessary to operate the systems they are sending information to. I am including part of an article here by a former president of Microsoft Canada.

"The World Health Organization (WHO) has indicated that direct, long-term contact with wireless radiation is biologically harmful and can potentially have damaging health effects. In August 2011, shortly after the WHO classified radiofrequency radiation (the basis for all wireless devices) as possibly carcinogenic, Health Canada posted a warning that "encourages parents to reduce children's radiofrequency radiation (RF) exposure from cell phones since children are typically more sensitive to a variety of environmental agents". There hasn't been any major progress since then. Canadians are left to read the foreign press to learn about the universal dangers of wireless radiation, if they want to protect their families.

Fortunately the sea is beginning to change across Canada with local governments rejecting Health Canada's antiquated approach to this 21st century health crisis. What we've witnessed in the last six months is much like the national movement that began in Quebec in the early 1990s. Municipalities had rejected the federal government's promise that all regulated pesticides are safe, and began banning the use of weed spray in urban environments due to high cancer rates.

Municipalities once again are finding their strength in municipal law and proactively ensuring citizens are better protected.

On Dec. 16, 2013, the City of West Vancouver Council voted against a Rogers' application to install three new cell towers along Upper Levels highway. On the same day, the City of Guelph Council passed a motion asking Industry Canada to place a moratorium on the approval of any new radio communication facilities until such time as the review of Safety Code 6 has been finalized. On Dec. 18, 2013, the City of Toronto Council required new Rogers cell towers to comply with Toronto's Prudent Avoidance Policy which sets radiation levels 100 times safer than Health Canada's Safety Code 6. Toronto also updated its protocol for cell towers less than 15 metres tall stating that "City Council encourage Health Canada to actively review health evidence, including the

most recent scientific research and studies, related to human exposure to radiofrequencies and to revise Safety Code 6 to meet international best practices, in consultation with the public and appropriate experts." The towns of Thorold and Oakville, Ont. have already passed similar motions.

What Canada needs is a national approach that acknowledges what independent scientists have conclusively shown: There is no guarantee that children can be exposed to any amount of wireless radiation for any amount of time without a biological impact.

Many of the scientists sounding the alarm bell are the same individuals who warned us about acid rain, second-hand smoke, DDT, asbestos and other widespread public health disasters. As harmful as these banned agents are, none of them were more widespread in our homes than wireless radiation is now. Canada should enter the 21st century of health care--the age of prevention--and prevent another disaster by updating Safety Code 6."

Frank Clegg has played a leadership role in the country's technology sector and in the broader Canadian community for many years. Mr. Clegg, former Microsoft Canada president, is now the volunteer CEO of Canadians for Safe Technology (C4ST), a national, not-for-profit, volunteer-based coalition of parents, citizens and experts.

*Sincerely,
Patricia Faurot,
Saltspring Island, BC*

From: pjwarden [<mailto:pjwarden@telus.net>]
Sent: February-13-14 2:14 PM
To: Sheila Malcolmson; Marie Smith
Subject: Fwd: No more radiation!

Dear Islands Trust Council,

Good afternoon. My name is Patricia Warden, and I am a resident of Denman Island.

I am writing to let you know that I am strongly opposed to any further proliferation of cell towers and RF radiation in general.

I have refused a "smart" meter on my home, because, in my opinion these technologies are potentially very harmful.

At the very least, it is clear that they have not been adequately tested as to their detrimental effects upon humans, fetuses and other living things.

Therefore, I would like to see the Islands Trust work to prevent any additional cell towers being erected on our lovely islands.

Thank you for anything you can do in this regard.

Sincerely,
Patricia Warden

--

From: Patti Labine [mailto:pattilabine@gmail.com]

Sent: February-13-14 12:56 PM

To: Marie Smith; Sheila Malcolmson

Subject: Antennae Protocol

Hello Sheila, Ms Smith

I support of the trust adopting this or similar measures giving it some input and control over the locating of these towers.

Patti Labine

Salt Spring Island.

From: Zensho [<mailto:herenow@telus.net>]
Sent: February-13-14 1:43 PM
To: Marie Smith
Cc: Sheila Malcolmson
Subject: Antenna Protocol Template

Dear Islands Trust:

As a resident of the Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts.

There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen.

Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

R. Wypkema

From: info@childhonouring.org [<mailto:info@childhonouring.org>]

Sent: February-13-14 1:05 PM

To: Sheila Malcolmson; Marie Smith

Subject: Antenna Protocol Template

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists & physicians are properly consulted.

Sincerely,

Raffi Cavoukian
Salt Spring Island

From: Ralph Dom [mailto:ralphdom@shaw.ca]
Sent: February-13-14 12:13 PM
To: Sheila Malcolmson
Cc: Marie Smith
Subject: [Cell Towers - Health] Islands Trust Area - Antenna Protocol Template
Importance: High

Dear Islands Trust Council,

I strongly support all initiatives by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template which would cover all Islands Trust areas.

As you are aware through concerns about BC Hydro's wireless smart metering program, much of the population in the Islands Trust Council's jurisdiction are also concerned about all wireless technologies infringing upon our lives in every way: health, property values, privacy, and security.

Please help us protect our precious environment and way of life.

Thank-you.

Sincerely,
Ralph Dom, 230 Cedar Lane, Salt Spring Island, BC V8K 1R3 (250-537-2829)

From: Penny and Rodney Polden [<mailto:penrod@saltspring.com>]
Sent: February-13-14 8:41 PM
To: Sheila Malcolmson; Marie Smith
Subject: Moratorium on construction of further cell-phone towers

Dear Islands Trust,

I am sure you have received considerable support for the proposed moratorium on further cell-phone tower construction in the islands. As a resident of Salt Spring Island, I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template. The following link:

<http://emfsafetynetwork.org/wp-content/uploads/2013/08/Biological-Effects-From-RF-Radiation-and-Implications-for-Smart-Meters-June-5-2013-2.pdf>

leads to a very 'digestible' and easily understood summary of the Bioinitiative Report, which is a ground-breaking study of a large number of peer-reviewed research projects into the health effects of microwave radiation. The report documents conclusive evidence of significant health effects from RF radiation at levels many (**many!**) times lower than the current legally-permissible levels for cell-phone transmissions, smart meter transmissions etc.

I found the linked 15-page summary of the report a very effective way of familiarizing myself with the entire issue of microwave (RF) radiation that can otherwise be found to be either overly-technical, or subject to strong conflicting opinion without supporting evidence. This provides the missing evidence, in a calm and straightforward manner through the concerted work of many scientists both in North America, Europe and elsewhere. While the primary focus of this particular abstract of the full (much longer) Report focusses mostly on smart meter emissions, the electro-smog of RF radiation that both humans and the natural environment are now immersed in, is equally from the effects of ubiquitous cell-towers and other forms of advancing RF technology, and attention needs to be paid throughout society to what we are inadvertently doing to ourselves.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health effects and environmental impacts. There are hundreds of research

articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Thank you for all the work you do so effectively on behalf of the people and environment of the Gulf Islands.

With sincere appreciation,
Rodney Polden

From: stepan [<mailto:stepjane@telus.net>]
Sent: February-13-14 5:13 PM
To: Sheila Malcolmson; Marie Smith
Subject: Changes to Canada's Antenna Siting Policy
Importance: High

Dear Sheila Malcolmson,

I support Judith Graham in her request concerning changes to Canada's Antenna Siting Policy.

I support initiatives by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

I encourage the IslandsTrust Council to do so at the upcoming meeting on Hornby Island, BC.

Thank you very much,
Stepan Vanicek
Hornby Island BC
V0R1Z0

From: Teresa [<mailto:teresabe@telus.net>]
Sent: February-13-14 3:15 PM
To: Sheila Malcolmson; Marie Smith
Subject: Changes to Canada's Antenna Tower Siting Policy

Dear Islands Trust Council members,

I would urge you all to engage in the process of adopting a thorough and inclusive FCM/CWTA antenna protocol which would serve to protect the Gulf Islands from further development of communications towers of any height. Given that this process requires time to implement, I would also ask that until the protocol is adopted, there be an immediate moratorium imposed on any applications for towers or antennae. The substantial, non-industry funded evidence points to a myriad of associated risks which certainly warrants the implementation of the precautionary principle.

Thank you very much.

Teresa Beers
Gabriola Island

From: Tom Pickett [mailto:t6539188@shaw.ca]
Sent: February-13-14 12:37 PM
To: Sheila Malcolmson
Cc: Marie Smith
Subject: Antennae Protocol

Hello Sheila,

Just got word of this matter going before trust council.

I am definitely in favor of the trust adopting this or similar measures giving locals some input and control over the roll out of this technology.

Tom Pickett 120 Lee Rd Salt Spring Island V8K 2A5

Salt Spring Island Watershed Protection Authority Trustee report to Trust Council: March 2014

Brief history of SSIWPA:

Date	Event
September 2012	Initial meeting to establish interest in multi-agency watershed protection group
March 2013	First request to Trust Council to approve delegated powers to SSI for coordinated watershed protection.
June 2013	Trust Council delegates powers to SSI LTC to coordinate watershed management.
August 2013	SSIWPA formally adopts terms of reference for the steering group and for the Technical Advisory Committee.
September 2013	Advertisement for contract coordinator placed.
September 2013	Technical Advisory Committee advertisement placed.
October 2013	Dr Shannon Cowan appointed as contract coordinator to SSIWPA.
October 2013	Technical Advisory Committee Appointments confirmed. Dr Don Hodgins; Dr JJohn Sprague; Dr Maggie Squires; Dr John Stewart; Dale Green (CRD); Michelle Kehler (MoE).
November 2013	First annual open house meeting.
December 2013	Letter from SSIWPA chair in Driftwood asking for comments on tax requisition.
January 2014	SSIWPA hosts satellite conference - Watersheds 2014.
February 2014	Advertisement placed requesting community input on tax requisition.
March 2014	Report to Trust Council

SSIWPA has made excellent progress since Trust Council awarded delegated powers in June 2013. The steering group has adopted terms of reference, a temporary contract (to end March 2014) for a coordinator has been let (won by Dr Shannon Cowan), the technical advisory committee has been struck, adopted terms of reference and has constructed a work plan on which they are making good progress.

SSIWPA held its first annual general meeting which was well received by the community and following which we received verbal expressions of support from our MLA, Gary Holman and four members of the Salt Spring Island Water Council. SSIWPA has also supported the tax requisition by means of a resolution.

A draft community consultation plan has been prepared and approved by the steering group (subject to Trust Council approval of the tax requisition) which includes the formation of a public advisory committee.

Pages 3 and 4 of RFD agenda item 4.8 explains the process for public consultation on the tax requisition. Despite extensive measures by staff and myself to solicit input, responses have been soft. Emails received directly by me total fifteen with eleven expressing support for the tax and three against. The issuers of emails, letters and telephone messages are contained in the table below:

Tax requisition responses received directly by trustee Grams			
	For	Against	Neither for or against
1	Anna Haltrecht	Richard Ballantyne	Luisa Maffi
2	Chris Dixon	Mr Cole, North End Road (telephone message)	Brenda Guiled
3	Earl Rook	Ben Goodman	Larry Cross
4	Ian Peace		
5	Karen Clark		
6	Karen Wright		
7	Marian Hargrove		
8	Reuben Kaufman		
9	Sue Harland		
10	Wendy Kay		
11	Ron Hawkins		

All steering group members - SSI LTC, CRD, VIH, MoE, North Salt Spring Water District, Fernwood and Highland Water Commissions - strongly support the tax requisition.

George Grams, 2 March 2014
Chair - SSIWPA

Rev: SSIWPA support for tax requisition mentioned. Neither or or against letter column completed.

Feb 13/14

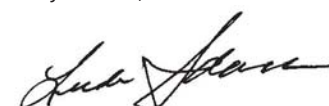
Islands Trust Council Goals	Executive Committee (LA)	Trust Fund Board (JE)
Ecosystem Preservation and Protection... Stewardship of Island Resources... Sustain Island Character and Healthy Communities	- Governance, Policy, Strategic Planning, Trust Council (LA) - Communications, Advocacy, Policy Statement, Interagency and Public Relations (LG) - Organizational Improvements (DM/CS/CT)	- Strategic Planning/Administration - Covenant and Property Acquisitions - Property and Covenant Management - Communications - Fundraising and Conservancy Support
Financial Planning Committee (CS)	Local Planning Committee (DM)	Trust Programs Committee (LG)
- Finalize the 2014/15 Budget - Conduct the 2013/14 Year-End and Audit	- Development of Water Quality and Quantity Tool Kit - Greenshores for Homes Project - Renewable Energy Technologies in the Trust Area.	- Community Stewardship Awards - BC Ferries Advocacy Program - Indicator Program
Southern Team (RK) Galiano, Mayne, N. Pender, S Pender, Saturna	Northern Team (CS) EC as LTC (Ballenas-Winchelsea), Denman, Gabriola, Gambier, Hornby, Lasqueti and Thetis	Salt Spring Team (LH) Salt Spring
LTC Planning Priorities Galiano - LUB updates (KN); Visitor Accommodation Review (KN); and Ground Water protection DPA review (KN). Mayne – Housing options (GR); Fallow Deer Eradication Plan (GR); LUB/OCP amendments (GR) North Pender – Shoreline Review (RK); Conservation Subdivision Review (AP); LUB amendments (AP) Saturna – STVR Review (GR); Secondary Suite Review (GR); and OCP Density Review (GR). South Pender - LUB Update and Review (AP); Canal erosion and boat speed (AP).	LTC Planning Priorities EC as LTC (Ballenas-Winchelsea) (SZ): Development of OCP and LUB; Meeting Procedures Bylaws; Administrative Bylaws. Denman (RM): Review of policies and regulations re impacts of shellfish farming; Review of housing policies for secondary cottages and suites; RAR implementation. Gabriola: Gabriola OCP Review(CS & SZ); DAI Bylaw (SZ); Snuneymuxw FN Protocol Agreement Implementation (CS) Gambier (AB): Foreshore protection/stewardship; OCP advocacy implementation & support; Sustainability Guide; RAR implementation Hornby (RM): OCP and LUB Review; APC Bylaw update; RAR implementation. Lasqueti (LP): RAR implementation; False Bay Parking & Master Plan; OCP update re intertidal zone. Thetis (AB): Associated Islands OCP and LUB Creation; Shoreline Protection; RAR implementation.	LTC Planning Priorities - OCP Review - RAR Mapping & Implementation (SC) - Secondary Suites Implementation Program (JS) - OCP Review: Watershed Management (JS) - Land Use Bylaw Update: Industrial (SC) - Ganges Village Area Planning (LH & JS)

Planning Priorities – taken from top priorities established by each local trust committee. LA – Linda Adams; LG – Lisa Gordon; DM – David Marlor; CS –Cindy Shelest; JE – Jennifer Eliason

Southern Team: RK – Robert Kojima; GR – Gary Richardson; AP – Andrea Pickard; KN – Kris Nichols

Northern Team : CS – Courtney Simpson; LP – Linda Prowse; SZ – Sonja Zupanec; Rob Milne (RM); Aleksandra Brzozowski (AB)

Salt Spring Team: LH – Leah Hartley; SC – Stephan Cermak; JS – Justine Starke



DRAFT

June 2014 Islands Trust Council Agenda Program
Location: Saturna Island Recreation and Community Centre (SIRCC)
104 Harris Road

Feb 12/14

	TUESDAY, JUNE 17	WEDNESDAY, JUNE 18	THURSDAY, JUNE 19
Morning		8:30 Call to Order/Request for New Items 8:30 – 10:30 Decision and Information Items 10:30 – 11:00 Break 11:00 – 12:00 Delegations and Town Hall Session	8:30 – 10:30 **Closed Meeting** • Provincial Assessment of Impact on Islands Trust (re potential SSI incorporation) – to be confirmed • Litigation Update 10:00 – 10:30 Break 10:30 – 12:00 Decision and Information Items 10:30 am ferry to Swartz Bay, Pender, Mayne, SSI
Afternoon	<i>Ferries:</i> <i>2:50 pm Swartz Bay to Saturna, arrives 4:00 p.m.</i> <i>7:30 – 9:00 pm Tsawwassen, Mayne, Galiano, Pender, Swartz Bay to Saturna arrives 9:35 pm</i>	12:00 – 1:30 Lunch and Island Trip 1:30 – 2:30 Coastal Douglas Fir Zone Conservation Action Plan 2:30 – 3:00 – Break 3:00 – 5:00 San Juan County Liaison	12:00 – 1:00 Lunch 1:00 – 2:00 Decision and Information Items – as required 2:00 pm Meeting Adjourned 4:20 p.m. Ferry to Pender, Mayne, Galiano, Swartz Bay, Tsawwassen

Members of the public are invited to attend all sessions except any Closed portion (**) of the meeting and meals.



Ferry Advisory Committee Chairs

c/o Tony Law, Box 13, Hornby Island, BC V0R 1Z0
250-335-1155 tlaw1@telus.net

To: Mike Corrigan, President and CEO BC Ferries (by email)
Cc: Gordon Macatee, BC Ferries Commissioner (by email)

21 February 2014

Dear Mike Corrigan:

We are writing to recommend that you consider requesting that the BC Ferry Commission conduct a performance review of BC Ferries with respect to addressing cost efficient management in accordance with section 46.1 of the *Coastal Ferry Act*. Such a review should include a focus upon the management of, and cost and revenue allocation to, routes other than the three primary routes.

As chairs of local Ferry Advisory Committees we hear consistently from ferry users who perceive that BC Ferries is top heavy in over-remunerated management and that this is contributing to the cost of ferry service and to increasing fares. We note that this concern is also being strongly articulated by the BC Ferry and Marine Workers Union, by the Official Opposition and in the media (such as the February 18 Stephen Hume column).

We are aware that the review by the Office of the Comptroller General found BC Ferries to be “well managed and reasonably effective” and that BC Ferries has “appropriate financial and management controls and processes in place”. We also note that the reviews conducted of BC Ferries’ cost submissions by the BC Ferry Commission, which were conducted with the support of external consultants, “found that the cost estimates were reasonable with few exceptions”.

Nevertheless, the concerns are pervasive and persistent and often supported by figures and information that seem to give them validity. They are colouring the collective understanding of what needs to be addressed to realize the vision of a ferry system that is affordable, efficient and sustainable. We assume BC Ferries is confident that its management is effective. A Performance Review will be a way to validate that position, if it is the case, and to re-orient attention to those challenges that do need to be addressed. If a review does identify issues that need attention, this would be in all parties’ interests.

The Ferry Advisory Committee Chairs have considered making such a request ourselves directly to the Commissioner who has welcomed advice from the Ferry Advisory Committees on topics for review. Out of respect for the fact that FACs are appointed by BC Ferries management to provide advice to BCF we have concluded it is more appropriate for us to make this recommendation to you. We have, however, copied this letter to the Commissioner so that he is aware of our advice. We may well be in communication with him to share our perspectives about what might be included in such a review.

At a time when service reductions are being imposed on routes serving coastal communities to save relatively small amounts of money, the public has a strong interest in having a full understanding of all cost drivers and what changes can be implemented to control them. It would show an understanding of public concerns and a desire to act upon them if BC Ferries takes the initiative in requesting a review.

Respectfully,
Tony Law – for Ferry Advisory Committee Chairs

Performance Review Policy

The Coastal Ferry Amendment Act of 2012 added the following provision to legislation:

46.1 The commissioner may conduct a review of one or more aspects of a ferry operator's operations, including, without limitation, ancillary services, at such time or times as the commissioner considers reasonable, and section 46 applies to such a review.

Accordingly, the Ferry Commissioner has established this policy to guide work on performance reviews of BC Ferry Services Inc.

The purpose of performance reviews is to hold the operator accountable, and by doing so to raise public confidence that the company is operating efficiently, making prudent use of its resources, and operating in such a way as to keep ferry fares as low as is reasonably possible. The body of knowledge that builds up over time will support the price cap setting process, which occurs every fourth year. The intention is to have an open, transparent process, based on a long term review plan, and annual plans which will be defined at the beginning of each year. Both long term and annual review plans will be developed through consultation with the operator, the Ministry, Ferry Advisory Committees and the general public. The final selection of projects will reside with the Ferry Commissioner. The intent is to conduct 2-3 performance reviews each year, subject to budget availability and capacity of the Commission and the operator.

Reviews and report development may be conducted internally by the Ferry Commissioner, or contracted out to external service providers deemed to have necessary expertise and capacity to perform the work. In all cases, project charters will be developed in advance and posted to the Ferry Commission website.

A draft of the final reports will be provided to the operator in advance of publication to allow for the development of a response to the findings. The Commissioner will publish the completed performance review report together with a final response from the operator (if one is provided) on the Commission website.

Topics deemed to be out of scope for review by the Ferry Commission include safety (overseen by a federal agency), and environmental protection (overseen by both federal and provincial agencies).

Topics considered to be in-scope for review include, and are not limited to:

- value for money assessment
- cost efficiency
- revenue maximization from all sources
- ancillary business lines
- risk management
- investment management

- financing arrangements and debt management
- capital project management
- procurement
- contract management
- supplier management
- human resource management
- overtime management
- employee training
- expense account management and policies
- vessel deployment and home-porting arrangement
- capacity utilization
- marketing and advertising effectiveness
- customer service policies and procedures
- reservation systems
- IT systems
- other topics which are deemed appropriate in future