Islands Trust Council
Quarterly Meeting Agenda

Date: December 6 - 8, 2022

Location: Islands Trust - Victoria, Electronic Meeting

200 - 1627 Fort Street, Victoria, BC

Pages

Tuesday, December 6, 2022

1. CALL TO ORDER 1:00 PM - 1:00 PM

2. APPROVAL OF AGENDA

3. GENERAL BUSINESS ARISING

3.1 Trust Council Follow Up Action List 5 - 10

Receive for information.

3.2 September Trust Council draft minutes 11 - 34

For adoption.

3.3 Trustee Round Table

4. EXECUTIVE

4.1 Council Committee Ratification for 2022-2026 - RFD 35 - 37

THAT Trust Council ratify the following appointments to Trust Programs Committee, Regional Planning Committee and Financial Planning Committee:

1. **Trust Programs Committee (TPC):** Sam Borthwick, Kristina Evans, Alex Allen, Jamie Harris, Tim Peterson (EC appointment), Sue Ellen Fast, Tobi Elliott, Chair Luckham (ex-officio)
2. **Regional Planning Committee (RPC):** Laura Patrick, Aaron Campbell, Alex Allen, David Graham, Sam Borthwick, Tobi Elliott (EC appointment), Chair Luckham (ex-officio)
3. **Financial Planning Committee (FPC):** Mairead Boland, Joe Bernardo, David Graham, TPC representative (vacant), RPC representative (vacant), David Maude (EC) Tim Peterson (EC), Tobi Elliott (EC), Peter Luckham (EC)

4.2 Notice of Motion from Previous Meeting

4.2.1 Report on potential new Reconciliation Committee - Trustee Elliott - RFD 38 - 40

That Trust Council request staff to prepare a report regarding options for resourcing and supporting a new Select Committee on Reconciliation, with recommendations as to how the Select Committee on Reconciliation's terms of reference, composition and purpose would be determined.

4.2.2 In-person Trust Council meetings in 2023-24 - Trustee Yates - RFD 41 - 43

1. That Trust Council ensure that the 2023/24 Budget to allow for four in-person Council meeting.

2. That Trust Council schedule at least two of the in-person Council meetings to take place on the Islands our mandate pertains to.

4.3 Proposed Trust Council Schedule 2023 - RFD 44 - 46

1. That Trust Council adopt the following meeting dates for its 2023 schedule: March 7-9, June 27-29, September 26-28, and December 5-7.

2. That Trust Council adopt the following meeting locations and for its 2023 schedule: March (inperson, Nanaimo), June (electronic), September (electronic), December (inperson, Victoria).

4.4 June Trust Council Provincial Review - Briefing 47 - 48

5. ORIENTATION SESSIONS

5.1 Policy Statement Amendment Project Overview - Session Outline 49 - 52

5.2 NAPTEP Certificate Completion Extension SSI LTA- RFD 53 - 54

That the Islands Trust Council extend the timeline for issuing the Natural Area Exemption Certificate for Natural Area Protection Tax Exemption Program application SS-NAP-2020.3 (Salt Spring Island) until December 2024.

5.3 Recommended Islands Trust Council Representative and Alternate Attendee for DFO Shellfish Aquaculture Management Advisory Committee - RFD 55 - 63

That Trust Council recommend to Fisheries and Oceans Canada (DFO) that Trustee A (to be determined by Trust Council) be appointed as Trust Council's representative to the DFO Shellfish Aquaculture Management Advisory Committee and that Trustee B (to be determined by Trust Council) be identified as an alternate attendee.

6. BUSINESS 3:15 PM - 3:15 PM

6.1 Financial Planning Committee Work Program 64 - 64

That Trust Council approve Financial Planning Committee's work program as presented.

6.2 Q2 Financial Report to September 30 - RFD 65 - 72

That Trust Council approve the September 30, 2022 Financial Report as presented.

6.3 Q2 Financial Forecast - BRF 73 - 78

Financial Forecast as at September 30, 2022. Recieve for information.

6.4 Draft 2023/24 Budget Review

That Trust Council approve the draft 2023/24 budget, [as amended] for public consultation.

6.4.1 Budget Session Outline 79 - 79

6.4.2 Budget Assumptions and Principles - Briefing 80 - 86

That Trust Council approve, in concept, the Salt Spring Island Local Trust Committee’s request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154, in the amount of $75,500, and that the project be put forward for public consultation.

Tuesday, December 6, 2022

Wednesday, December 7, 2022

10.1 M. Gang re: need for review and restructure email dated November 10, 2022 291 - 292

11. NEW BUSINESS

12. NEXT MEETING

To be determined.

13. ADJOURNMENT

Print Date: November 28, 2022

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater Russ Hotsenpiller	Meeting: 21-Sep-2022 Target: 27-Jun-2023	In Progress
2 In cooperation with Executive Committee, provide a list of needed resources in priority order to advance the Trust's reconciliation activity with First Nations in British Columbia that Council may debate and endorse for advocacy to British Columbia.	Clare Frater Russ Hotsenpiller	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
3 Trust Council host a panel session about housing challenges and solutions in the Islands Trust Area as part of trustee education.	Russ Hotsenpiller Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
4 That Trust Council coordinate a round table on housing, to include BC Housing, key ministers, housing leaders from island communities, and others, within the first six months of the new term.	Russ Hotsenpiller Stefan Cermak	Meeting: 22-Sep-2022 Target: 23-Mar-2023	In Progress
5 Return the RFD Provincial Review of Islands Trust for consideration to the December TC meeting.	Russ Hotsenpiller	Meeting: 18-Nov-2022 Target: 06-Dec-2022	In Progress

Director Legislative Services

Activity	Responsibility	Dates	Status

Islands Trust

Follow Up Action Report

Trust Council

Director Legislative Services

Activity	Responsibility	Dates	Status
1 Conduct RWM to adpot Bylaw No. 189, cited as "Islands Trust Council Freedom of Information and Protection of Privacy Bylaw, 2022, Amendment Bylaw No. 1, 2022"	David Marlor	Meeting: 21-Sep-2022 Target: 17-Nov-2022	In Progress
2 Staff to report back with options and implications of changing the selection process established in Trust Council Policy 2.3.1 Council Committee Systems for the Financial Planning Committee so that membership is determined by Trust Council election and; THAT Trust Council change the process for appointing the Financial Planning Committee established in Policy 2.3.1 Council Committee Systems, by limiting the appointment under current policy to 6 months pending adoption of a new selection policy, at which time a new Financial Planning Committee could be decided by the new policy failing which, the existing Financial Planning Committee will remain in office.	David Marlor	Meeting: 18-Nov-2022 Target: 07-Mar-2023	In Progress
3 Notices of motion to December Trust Council Trustee Elliott re: reconciliation select committee and Trustee Yates re: in-person Trust Council meetings.	David Marlor	Meeting: 18-Nov-2022 Target: 06-Dec-2022	In Progress

Director of Planning Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Trust Council

Director of Planning Services

Activity	Responsibility	Dates	Status
1 Establish criteria to guide selection of the LTC projects to be undertaken, including an evaluation process that determines priorities on the basis of need and regional equity.	Stefan Cermak	Meeting: 21-Sep-2022 Target: 15-Mar-2023	In Progress
2 Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale.	Clare Frater Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
3 Trust Council host a panel session about housing challenges and solutions in the Islands Trust Area as part of trustee education.	Russ Hotsenpiller Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
4 That Trust Council coordinate a round table on housing, to include BC Housing, key ministers, housing leaders from island communities, and others, within the first six months of the new term.	Russ Hotsenpiller Stefan Cermak	Meeting: 22-Sep-2022 Target: 23-Mar-2023	In Progress
5 Trust Council refer the concept of "carrying capacity" to the Regional Planning Committee for study.	Stefan Cermak	Meeting: 22-Sep-2022 Target: 06-Dec-2022	In Progress

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 Enroll the new term of Trustees in the Union of British Columbia Municipalities (UBCM) enhanced benefits plan with the Employee & Family Assistance Plan add-on	Julia Mobbs	Meeting: 21-Sep-2022 Target: 06-Dec-2022	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
1 Proclaim June 8, 2022, to June 7, 2023 "Year of the Salish Sea", to raise public awareness about a healthy Salish Sea and learn from Indigenous Nations on how to improve its health and management for the benefit of future generations.	Clare Frater	Meeting: 08-Mar-2022 Target: 07-Jun-2023	In Progress
2 Trust Council approved issuance of an increased Natural Area Exemption Certification for the application to expand of the Nighthawk Hill NAPTEP area subject to registration of an appropriate expanded conservation covenant with the Islands Trust Conservancy.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 02-Dec-2021 Target: 31-Oct-2022	In Progress
3 Policy Statement Amendment Project - Amend draft Bylaw No. 183 as directed by adopted resolutions.	Clare Frater	Meeting: 21-Sep-2022 Target: 14-Mar-2023	In Progress
4 Continue to build staff-to-staff relationships with First Nations who provided input to the Policy Statement Amendment Project in Phases 1 and 2 of early and meaningful engagement, and provide additional capacity funding to support continued First Nations engagement on this project.	Clare Frater	Meeting: 21-Sep-2022 Target: 14-Mar-2023	In Progress
5 Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater Russ Hotsenpiller	Meeting: 21-Sep-2022 Target: 27-Jun-2023	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
6 Prepare a new Policy Statement Amendment Project Charter and Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023.	Clare Frater	Meeting: 21-Sep-2022 Target: 14-Mar-2023	In Progress
7 In cooperation with Executive Committee, provide a list of needed resources in priority order to advance the Trust's reconciliation activity with First Nations in British Columbia that Council may debate and endorse for advocacy to British Columbia.	Clare Frater Russ Hotsenpiller	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
8 Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale.	Clare Frater Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress

Ecosystem Protection Specialist

Activity	Responsibility	Dates	Status
1 Trust Council approved issuance of an increased Natural Area Exemption Certification for the application to expand of the Nighthawk Hill NAPTEP area subject to registration of an appropriate expanded conservation covenant with the Islands Trust Conservancy.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 02-Dec-2021 Target: 31-Oct-2022	In Progress

Manager, Islands Trust Conservancy

Activity	Responsibility	Dates	Status

Print Date: November 28, 2022

Follow Up Action Report

Trust Council

Manager, Islands Trust Conservancy

Activity	Responsibility	Dates	Status
1 Trust Council approved issuance of an increased Natural Area Exemption Certification for the application to expand of the Nighthawk Hill NAPTEP area subject to registration of an appropriate expanded conservation covenant with the Islands Trust Conservancy.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 02-Dec-2021 Target: 31-Oct-2022	In Progress

Trust Council
Minutes of Regular Meeting

Date: **September 20-22, 2022**
Location: **Electronic meeting, Public venue**
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

Executive Present:

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

Trustees Attending:

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

Staff Present:

Russ Hotsenpiller, Chief Administrative Officer (CAO)
David Marlor, Director, Legislative Services (DLS)
Wanda Boden, Acting Director, Administrative Services (A/DAS)
Clare Frater, Director, Trust Area Services (DTAS)
Stefan Cermak, Director, Planning Services (DPS)
Warren Dingman, Bylaw Compliance and Enforcement Manager
Lori Foster, Executive Coordinator/Recorder

Tuesday, September 20, 2022

The electronic meeting was livestreamed, recorded, and made available for electronic public attendance. When the meeting started, there were 3 members of the public present electronically. It was noted that there were 38 live stream views on September 20.

1. CALL TO ORDER / LAND ACKNOWLEDGEMENT

At 1:00 p.m., Chair Luckham called the meeting to order and acknowledged, with respect, all Coast Salish Peoples and the ləkʷ̓əŋən Peoples on whose traditional territory the Islands Trust Victoria office stands of the Songhees and Esquimalt First Nations and the many First Nations acknowledged across the Trust Area and Salish Sea by trustees as meeting began.

There were 23 trustees deemed present when the meeting was called to order. Absent: Trustees Morrison and Thorn. Regrets: Vice-Chair/Municipal Trustee Fast.

2. APPROVAL OF AGENDA

By general consent, the agenda was adopted as presented.

3. GENERAL BUSINESS ARISING

3.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendations as presented in items 3.1.1 to 3.1.3.

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

3.1.2 Resolutions without Meeting Report
Receive for information.

3.1.3 Trust Council Follow-up Action List (FUAL)
Receive for information.

3.2 Discussion / Decision Items

3.2.1 Trustee Roundtable

Trustees gave verbal updates on current and emerging issues including:

- First Nations engagement, reconciliation, cultural heritage and referrals, traditional knowledge / Indigenous ways of knowing,
- Communications, public engagement and comment regarding the Policy Statement,
- Governance Committee function, review of decision making structures,
- Housing equity, affordable housing and housing agreements,
- Vacation rentals, short –term vacation rentals (STVRs),

- Federation versus local autonomy,
- Climate change, bio-diversity, scientific reports, water studies, sea-level rise, having a staff biologist,
- Marine issues, Port Authority, anchorages, dead boats, green shores,
- New term Trust Council.

The meeting recessed for a break at 2:30 p.m. and reconvened at 2:45 p.m.

4. EXECUTIVE

4.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendation as presented in item 4.1.1.

4.1.1 Executive Committee Work Program Report
That Trust Council approve the report as presented.

4.2 Discussion / Decision Items

4.2.1 Chief Administrative Officer (CAO) 2022-2023 2nd Quarter Report

CAO Hotsenpiller spoke to his report as presented, commented on trustees roundtable emerging issues, the upcoming election, and his attendance at the Union of BC Municipalities (UBCM) conference with Executive Committee members last week including minister meetings.

Trustee Morrison joined the meeting at 3:00 p.m.

4.2.2 Strategic Plan Update

CAO Hotsenpiller spoke to the update as presented. The plan will live on with the new term until their vision is created.

Discussion ensued regarding:
- Identifying pillar themes and limiting the number of items on the plan,
- Model bylaws,
- Loading the freshwater data to the website,
- The current report structure is more readable.

4.2.3 2022-2026 Trust Council Orientation Overview – Briefing

CAO Hotsenpiller presented the briefing, discussed options for Trust Council training and answered trustee questions.

Discussion ensued on:
- Meeting rules, conflict of interest, holding meetings,

- Hiring an educational design consultant to understand how people learn best online.

4.2.4 Bylaw Amendment to the FOI and Protection of Privacy Islands Trust Council Bylaw No. 188 and Model Bylaw – RFD

Director, Legislative Services (DLS) Marlor spoke to the request for decision to remedy a technical/typographical error in the bylaw's schedule.

TC-2022-091
It was Moved by Trustee Langereis and Seconded by Trustee Wolverton,
That Trust Council Bylaw No. 189, cited as "Islands Trust Council Freedom of Information and Protection of Privacy Bylaw, 2022, Amendment Bylaw No. 1, 2022" be given first reading.

CARRIED

TC-2022-092
It was Moved by Trustee Wolverton and Seconded by Trustee Johnston,
That Trust Council Bylaw No. 189, cited as "Islands Trust Council Freedom of Information and Protection of Privacy Bylaw, 2022, Amendment Bylaw No. 1, 2022" be given second reading.

CARRIED

TC-2022-093
It was Moved by Trustee Rogers and Seconded by Trustee Fenton,
That Trust Council Bylaw No. 189, cited as "Islands Trust Council Freedom of Information and Protection of Privacy Bylaw, 2022, Amendment Bylaw No. 1, 2022" be given third reading.

CARRIED

They bylaw will be adopted by resolution without meeting (RWM) and finalized.

5. ADMINISTRATIVE SERVICES / FINANCE

5.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendations as presented in items 5.1.1 and 5.1.2.

5.1.1 Financial Planning Committee Work Program Report
That Trust Council approve the report as presented.

5.1.2 Administrative Services Report August 26, 2022
Receive for information.

5.2 Discussion / Decision Items

5.2.1 2021/22 Statement of Financial Information (SOFI) – RFD

Acting Director of Administrative Services (A/DAS) Boden spoke to the request for decision (RFD).

TC-2022-094
It was Moved by Trustee Grove and Seconded by Trustee Dodds,
That the 2021/22 Statement of Financial Information be approved as presented.

CARRIED

5.2.2 Q1 June 30, 2022 Financial Report – RFD

A/DAS Boden spoke to the request for decision (RFD).

TC-2022-095
It was Moved by Trustee Grove and Seconded by Trustee Brent,
That Trust Council approve the June 30, 2022 Financial Report as presented.

CARRIED

5.2.3 Financial Forecast as at June 30, 2022 – Briefing

A/DAS Boden spoke to the briefing which was received for information.

5.2.4 2023-24 Draft Budget Assumptions and Principles (BAP) Timelines – Briefing

A/DAS Boden spoke to the briefing.

Discussion ensued on the following:
- Updates added to reconciliation and communications,
- BAP is the foundational document on how the budget is created,
- Local trust committees adoption of fees bylaws needs updating,
- Cost recovery of fees,
- Trustee remuneration for Governance Committee attendance,
- This report will come back to Trust Council with a budget attached.

Received for information.

5.2.5 Enhanced Benefit Plan Coverage in Trustee Benefits Package - RFD

A/DAS Boden noted trustee enrollment in this program can be done at the start of the new term.

TC-2022-096
It was Moved by Trustee Rogers and Seconded by Trustee Allen,
That Trust Council enroll the new term of Trustees in the Union of British Columbia Municipalities (UBCM) enhanced benefits plan with the Employee & Family Assistance Plan add-on.

CARRIED

5.2.6 Budget reallocation re trustee laptops and grants-in-aid - Briefing

CAO Hotsenpiller spoke to the briefing and gave a historical summary of trustee laptop costs.

Received for information.

The meeting recessed at 4:43 p.m. and reconvened at 7:00 p.m.

Tuesday, September 20, 2022 - continued

At 7:00 p.m. Chair Luckham reconvened the meeting, gave a land acknowledgement, welcomed delegations, members of the public, trustees, and staff to the engagement portion of the Trust Council meeting.

There were 20 trustees present. Municipal Trustee Fast sent regrets while Trustees Busheikin, Grove, Kaile, Scott and Thorn were absent. There were 8-10 members of the public attending electronically. It was reported there were 14 livestream views.

6.1 Delegations

Each delegation was given 10 minutes to address Trust Council.

6.1.1 Jennifer Margison - Trucking of Freshwater to the Gulf Islands

Jennifer Margison spoke to the health of the islands regarding water resources asking Trust Council to consider restrictions or even moratoriums on new growth citing the increase use of trucking water as summer droughts continue to affect potable water supply.

6.1.2 Michael Sketch - Is the Trust effectively preserving and protecting freshwater?

Mr. Sketch read his submission to Trust Council asking if the Trust is effectively preserving and protecting freshwater, if not, the corollary would be overdevelopment.

6.1.3 Gulf Islands Alliance

Graham Brazier, on behalf of Gulf Islands Alliance, spoke to suggestions for orientation material to be included as information for newly elected trustees following the election including the Governance Review and the Mandell Pinder Legal Opinion included with his presentation.

6.2 Public Comments

Maxine Leichter, Salt Spring Island resident, spoke to the island's water situation and the trucking of water to Salt Spring Island noting there is a problem with salt water in some wells.

Riane Da Silva, Denman Island resident, commented on human rights and housing, that those who are unlawfully housed are valuable members of the community.

Michael Sketch, North Pender Island resident, spoke in support of the Gulf Islands Alliance presentation and requested that minutes be revised to include more discussion points rather than decisions only.

The meeting recessed for the day at 7:54 p.m.

Wednesday, September 21, 2022

Chair Luckham reconvened the meeting at 9:00 a.m. and gave a land acknowledgement.

There were twenty trustees present when the meeting reconvened. Regrets received from Trustee Fast. Trustees absent: Brent, Fenton, Kaile, McConchie, and Thorn.

It was reported that there were 85 livestream views on September 21 and between 3-5 electronic attendees.

7. TRUST AREA SERVICES

7.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendations as presented in items 7.1.1; 7.1.5 and 7.1.6 and pulled for discussion items 7.1.2, 7.1.3 and 7.1.4 with comments shown.

7.1.1 Trust Programs Committee Work Program Report
That Trust Council approve the report as presented.

7.1.2 Trust Area Services 2022-2023 Second Quarter Report
Feedback that the website still had reports of being problematic regarding search functions and speed were heard. The report was received for information.

7.1.3 Islands Trust Conservancy Report to Trust Council 2nd Quarter 2022-2023
Trustee Stamford, Islands Trust Conservancy Chair, highlighted received funding contributions. The report was received for information.

7.1.4 Legislative Monitoring Report August 2022 - Briefing

It was noted the report will be on Trust Council agenda twice a year. The report was received for information.

7.1.5 Advocacy Summary (2018-2022 Trust Council Term) - Briefing
Receive for information.

7.1.6 Correspondence from Ministry of Municipal Affairs staff on Policy Statement Content and Structure – Briefing
Receive for information.

7.2 Discussion / Decision Items

7.2.1 Policy Statement Amendment Project Revisions and Next Steps (Fall/Winter 2022-23) - Session Outline and RFD

Director of Trust Area Services (DTAS) Frater and Trust Programs Committee (TPC) Chair Morrison spoke to the request for decision (RFD) and recommendations as presented.

Discussion ensured on "Part 1 - Structural Revisions of the Policy Statement" as presented in the request for decision (RFD).

Trustees discussed items 1.3 and 1.4 making changes to the recommendation presented in the report.

TC-2022-097
It was Moved by Trustee Peterson and Seconded by Trustee Wolverton,
That Trust Council request staff to make the following changes to the structure of the draft new Islands Trust Policy Statement Bylaw No. 183, for Trust Programs Committee and Executive Committee review:
1.1 – remove detailed coordination policies from each subsection and instead develop more general coordination principles in accordance with the object of the Trust.
1.2 – remove detailed "commitments of Trust Council" from each subsection and instead develop more general guiding principles in accordance with the object of the Trust.
1.3 – add a new category of "recommendation policies" that local trust committees and island municipalities should address in addition to the existing category of "directive policies" (must include in local official community plans and regulatory bylaws).
1.4 – draft a companion handbook to foster better understanding for Trustees and across the Trust that includes greater detail on the rationale for policies and how local trust committees and island municipalities are expected to implement each policy.
1.5 – separate out introductory/history sections from the official bylaw and place them in the companion handbook.
1.6 – explore updating and integrating Trust Council's Policy Statement Amendment Policy 1.2.1 and Policy Statement Implementation Policy 1.3.1 into the draft Policy Statement bylaw.

CARRIED

Discussion ensued on “Part 2 - Revisions to Existing Content” as presented in the request for decision. Comments followed on:

- Item 2.1, defining of areas,
- Item 2.2, the draft agricultural policies, that the letter dated June 22, 2021, from The Salt Spring Agricultural Alliance regarding the draft Islands Trust Policy Statement be considered,
- Item 2.4, regarding tree cutting authority,
- Item 2.5, clarifying the term “Precautionary Principle,”
- Revisit desalination in the application process,
- Capturing the concept of Green Shores rather than specifying a specific program.

TC-2022-098
It was Moved by Trustee Peterson and Seconded by Trustee Luckham,
That Trust Council request staff to make the following changes to the existing content of the draft new Islands Trust Policy Statement Bylaw No. 183, for Trust Programs Committee and Executive Committee review:
2.1 - refine the draft directive and recommended policies prohibiting new private docks to highlight areas of concern, for example prohibiting or limiting new private docks in areas that have been identified as culturally significant for First Nations, identified for community use, or in locations that provide critical habitat for species at risk, and/or requiring cumulative effects assessments prior to approval of applications.
2.2 – refine the draft agricultural policies and recommendation policies to highlight the value of sustainable agriculture in the Trust Area, while also suggesting preferred approaches that are aligned with the object of the Trust, and First Nations’ rights and interests.
2.3 – refine the draft directive policy and recommendation policies prohibiting new seawalls or hard shoreline armouring to instead direct local trust committees and island municipalities to consider guidelines as found in Green Shores or other soft shoreline approaches to set requirements for shoreline preservation.
2.4 – remove the draft commitment/coordination policies and recommendation policies advocating for authority to regulate tree cutting, acknowledging that Trust Council may continue to advocate for this irrespective of the topic’s inclusion in the Policy Statement.
2.5 – explore the inclusion of general guiding principles, recommendation policies, and/or directive policies that aim to ground all decision-making in the ‘Precautionary Principle’, with a clear definition of this term in the Glossary and related implementation guidelines in the companion handbook.

CARRIED

Trust Programs Committee (TPC) Chair Morrison introduced “Part 3 – Development of Additional Content” as presented in the request for decision (RFD).

TC-2022-099
It was Moved by Trustee Busheikin and Seconded by Trustee Dodds,
That Trust Council request staff to develop and add the following additional content to the draft new Islands Trust Policy Statement Bylaw No. 183, for Trust Programs Committee and Executive Committee review:
3.1 – provide more explanatory context on First Nations rights and responsibilities, and implications of the Declaration on the Rights of Indigenous Peoples Act, with corresponding “recommendation policies” to guide First Nations engagement and reconciliation work.
3.2 – add greater detail on First Nations’ co-governance interests and the need for collaborative frameworks to work together at all stages of policy development and implementation, and in all decision-making.
3.3 – strengthen policy language around First Nations’ constitutional rights to access culturally significant areas and healthy ecosystems for their cultural, spiritual, and economic uses.
3.4 – strengthen policy language around preservation and protection of the coastal and marine environment to support First Nations’ food security in Indigenous marine harvesting areas.
3.5 – strengthen policy language around engaging with First Nations and cultural monitors to better protect known and unknown cultural heritage sites, through clearly defined collaborative frameworks.

TC-2022-100
It was Moved by Trustee Wolverton and Seconded by Trustee Fenton,
That **TC-2022-099** be amended at 3.4 to add the words “and terrestrial” after the word “marine”.

DEFEATED

Chair of Trust Programs Committee Morrison called the question on motion **TC-2022-099** as presented.

CARRIED

The meeting recessed for a break at 11:00 a.m. and reconvened at 11:15 a.m.

Trust Programs Committee (TPC) Chair Morrison confirmed quorum after the break.

TPC Chair Morrison continued with “Part 4 – Coordination with Referral Agency Partners” as presented in the request for decision (RFD).

TCP Chair Morrison invited questions, the following discussion ensued:

- Item 4.2 that established agricultural organizations feedback is considered under other streams,
- Item 4.4 consider University of Victoria’s POLIS Water Sustainability Project work and others under other processes, this section is with regards to referral agency partners,

- Advice for the next Council to ensure that they are consulting with other organizations.

TC-2022-101
It was Moved by Trustee Rogers and Seconded by Trustee Wolverton,
That Trust Council request staff to explore and, where possible, integrate input received from the following referral agency partners on the draft new Islands Trust Policy Statement Bylaw No. 183, for Trust Programs Committee and Executive Committee review:
4.1 – work with Bowen Island Municipality staff and Islands Trust Conservancy staff to integrate their specific amendment requests.
4.2 – work with Ministry of Agriculture & Food and Agricultural Land Commission staff to refine the wording of the draft agricultural policies.
4.3 – address regional district staff recommendations for revisions to policies relating to active recreation, active transportation, trails, and climate emergency preparedness, as appropriate.
4.4 – address improvement district recommendations around water management, including rainwater harvesting, septic filtering, and water conservation, as appropriate.
4.5 – postpone the deferred referrals to local trust committees until the next draft of the document has been received by the incoming Trust Council and its committees.

CARRIED

TCP Chair Morrison continued with Part 5 – Engagement, Reviews, and Next Steps, as presented in the request for decision (RFD). The recommended resolutions in the RFD under Part 5 were presented as individual motions.

TC-2022-102
It was Moved by Trustee Peterson and Seconded by Trustee Johnston,
5.1 - That Trust Council request staff to continue to build staff-to-staff relationships with First Nations who provided input to the Policy Statement Amendment Project in Phases 1 and 2 of early and meaningful engagement, and provide additional capacity funding to support continued First Nations engagement on this project.

CARRIED

TC-2022-103
It was Moved by Trustee Critchley and Seconded by Trustee Langereis,
5.2 - That Trust Council request staff to coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 – 2022.

CARRIED

Discussion ensued on recommendation 5.3 in the request for decision (RFD) which asks that a legal review including graphic design and plain language services be procured prior to inclusion in a publicly released agenda package versus when these services would be used when the document was at a first reading stage.

TC-2022-104
It was Moved by Trustee Peterson and Seconded by Trustee Langereis,
5.4 - That Trust Council request staff to prepare a new Policy Statement Amendment Project Charter for the consideration of the incoming Executive Committee and Trust Council in early 2023.

CARRIED

Discussion ensued on types of products to implement regarding communications of the Policy Statement Amendment Project.

TC-2022-105
It was Moved by Trustee Peterson and Seconded by Trustee Fenton,
5.5 – That Trust Council request staff to prepare a Policy Statement Amendment Project Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023.

CARRIED

Chair Luckham thanked TPC Chair Morrison for her work on Trust Programs Committee, the public for all its input in the Policy Statement Amendment Project and leaving next Council in a good way to move forward with the process.

7.2.2 Referral for Comment Islands Trust Conservancy (ITC) Plan – Briefing

Islands Trust Conservancy (ITC) Chair Stamford spoke to the plan as required by the *Islands Trust Act.*

ITC Manager Emmings provided further detail on the briefing and the time-frame of the 3-year interim plan as presented.

Received for information.

7.2.3 Executive Committee (EC) Sponsorship of NAPTEP Fees- RFD

Director of Trust Area Services (DTAS) Frater spoke to the request for decision (RFD), as presented, regarding EC sponsorship of fees for the Natural Area Property Tax Exemption Program (NAPTEP).

TC-2022-106
It was Moved by Trustee Stamford and Seconded by Trustee Busheikin,
That Trust Council Bylaw No. 190, cited as "Islands Trust Council Natural Area Exemption Certificate Fees Bylaw No. 115, 2006, Amendment Bylaw No. 1, 2022", be read a first time.

CARRIED

TC-2022-107
It was Moved by Trustee Stamford and Seconded by Trustee Peterson,
That Trust Council Bylaw No. 190, cited as "Islands Trust Council Natural Area Exemption Certificate Fees Bylaw No. 115, 2006, Amendment Bylaw No. 1, 2022", be read a second time.

CARRIED

TC-2022-108
It was Moved by Trustee Stamford and Seconded by Trustee Wolverton,
That Trust Council Bylaw No. 190, cited as "Islands Trust Council Natural Area Exemption Certificate Fees Bylaw No. 115, 2006, Amendment Bylaw No. 1, 2022", be read a third time.

CARRIED

TC-2022-109
It was Moved by Trustee Stamford and Seconded by Trustee Peterson,
That Trust Council approve new Policy 2.1.16 "Guidelines for Executive Committee Sponsored or Islands Trust Conservancy Initiated NAPTEP Applications".

CARRIED

The meeting recessed for a lunch break at 12:15 p.m. and reconvened at 1:00 p.m.

8. COLLABORATION

8.1 Coastal Marine Strategy Presentation

Ministry of Land, Water and Resource Stewardship (LWRS), Coastal Marine Stewardship Executive Director Charlie Short introduced the following LWRS staff:

- Karen Topelko, Sr. Marine Resource Specialist,
- Anette Thingsted, Sr. Policy Advisor.

Executive Director Short gave a PowerPoint presentation titled, "A Coastal Marine Strategy for British Columbia, Information Session for Islands Trust September 21, 2022" and followed with a question and answer session.

Comments were heard on First Nations engagement, advocacy for the coastal marine environment and having LWRS staff return and present to next term's Trust Council.

7.2.4 Amendments to History and Heritage Conservation Grants-in-Aid Policy 2.1.14 – RFD

Director of Trust Area Services (DTAS) Frater spoke to the request for decision (RFD) as presented.

Discussion ensued.

Typographical errors/minor edits on page 235 should say "section 1.4" and page 238 "has the organization received a previous grant-in-aid" clarified.

TC-2022-110
It was Moved by Trustee Langereis and Seconded by Trustee Rogers,
That Trust Council amend the History, Heritage, and Conservation Grants-in-Aid Policy 2.1.14 dated September 15, 2020, with the revised History and Heritage Conservation Grants-in-Aid Policy 2.1.14 dated September 20, 2022.

CARRIED

9. PLANNING SERVICES

9.1 Consent Agenda Items

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

9.1.1 Regional Planning Committee (RPC) Work Program Report
That Trust Council approve the report as presented.

RPC Chair, Trustee Busheikin thanked the committee and staff for its work this term and noted the Water Sustainability Strategy will need further support.

These minutes will note the Development and Information Approval (DIA) Bylaw is not showing in the projects report and needs tracking.

Approved as presented.

9.1.2 Bylaw Compliance and Enforcement Statistics - Briefing
Receive for information.

9.2 Discussion / Decision Items

9.2.1 Planning Services Report September 2022 Trust Council

Director of Planning Services (DPS) Cermak spoke to the report as presented thanking elected officials and staff for welcoming him to his new role.

Discussion ensued on the following:

- Official community plan (OCP) reviews at Islands Trust are out of date due to many issues,
- Challenges regarding bylaw enforcement and communication.

9.2.2 Amendments to Trust Council Policies 6.2.1 Priority Setting/Review Guidelines and 6.71 Work Program, Follow-up Action Lists and Priority Charts - RFD

Director of Planning Services (DPS) Cermak introduced the request for decision (RFD) regarding priority setting.

Regional Planning Manager (RPM) Kauer gave a brief PowerPoint presentation.

Discussion ensued on the policy as presented including the number, scope and preparedness of of top priorities and projects worked on at the local trust committee level.

TC-2022-111
It was Moved by Trustee Rogers and Seconded by Trustee Wolverton,
That draft policy 6.2.1 be amended by changing 1.1.3 as follows:
1.1.3 a.) to add: "and one active minor project at a time,"
1.1.3 b.) to add: and Salt Spring Island (SSI) is allotted 3 active minor projects."

TC-2022-112
It was Moved by Trustee Busheikin and Seconded by Trustee Johnston,
That the motion **TC-2022-111** to amend the draft policy 6.2.1 amendment be severed after the word "time" into two motions.

CARRIED

Chair Luckham called the question on TC-2022-111 as amended.

TC-2022-111
It was Moved by Trustee Rogers and Seconded by Trustee Wolverton,
That draft policy 6.2.1 be amended by changing 1.1.3 as follows:
1.1.3 a.) to add: "and one active minor project at a time."

CARRIED

TC-2022-113
It was Moved by Trustee Rogers and Seconded by Trustee Wolverton,
That draft policy 6.2.1 be amended by changing 1.1.3 as follows:
1.1.3 b) to add: “and Salt Spring Island (SSI) is allotted 3 active minor projects.”

TC-2022-114
It was Moved by Trustee Grove and Seconded by Trustee Patrick,
That motion **TC-2022-113** be amended to remove the word “minor”.

Trustee Busheikin called a point of order on the motion as originally presented in the request for decision regarding “active” and “minor” projects. Chair Luckham continued with the motion.

CARRIED

Chair Luckham called the question on TC-2022-113 as amended.

TC-2022-113
It was Moved by Trustee Rogers and Seconded by Trustee Wolverton,
That draft policy 6.2.1 be amended by changing 1.1.3 as follows:
1.1.3 b) to add: “and Salt Spring Island (SSI) is allotted 3 active projects.”

CARRIED

TC-2022-115
It was Moved by Trustee Rogers and Seconded by Trustee Wolverton,
That Trust Council approve amended Trust Council policies 6.2.1, “Priority Setting / Review Guidelines” as amended and 6.7.1, “Work Program, Follow-Up Action Lists, and Priority Charts” as presented in Attachments 3 and 4.

CARRIED

TC-2022-116
It was Moved by Trustee Patrick and Seconded by Trustee Peterson,
That Trust Council request staff to establish criteria to guide selection of the local trust committee (LTC) projects to be undertaken, including an evaluation process that determines priorities on the basis of need and regional equity.

CARRIED

The meeting recessed for a break at 3:20 p.m. and reconvened at 3:35 p.m.

By general consent, Trust Council addressed item 10. and moved item 9.3.3 to Thursday’s business.

10. GOVERNANCE COMMITTEE

10.1 Policy Amendments to Support Governance Committee – RFD

Chief Administrative Officer (CA) Hotsenpiller and Director of Legislative Services (DLS) Marlor introduced the request for decision (RFD) as presented.

Discussion ensued on the election of committee members.

TC-2022-117
It was Moved by Trustee Rogers and Seconded by Trustee Dodds,
That Trust Council adopt an amended Policy 2.3.1 [Council Committee System] that:

1. adds Governance Committee as a council standing committee,
2. establishes that membership is seven members from Trust Council elected by Trust Council,
3. establishes that the Chair of Trust Council and one of the two Trust Council elected members of the Islands Trust Conservancy are ex-officio members, and
4. establishes that election of the Governance Committee shall occur by the March Trust Council meeting following the local government general elections.

CARRIED

TC-2022-118
It was Moved by Trustee Rogers and Seconded by Trustee Dodds,
That Trust Council adopts Policy 2.3.5 [Governance Committee Terms of Reference] that establishes the purpose and terms of reference for the Governance Committee.

CARRIED

TC-2022-119
It was Moved by Trustee Rogers and Seconded by Trustee Dodds,
That Trust Council request staff to amend Policy 2.3.2 [Regional Planning Committee Terms of Reference], Policy 2.3.3 [Financial Planning Committee Terms of Reference] and Policy 2.3.4 [Trust Programs Committee Terms of Reference] to change all references to the number of council committees from three (3) to four (4).

CARRIED

10.2 2022 Governance Report Review Session - Session Outline

At 4:15 p.m., Chair Luckham asked trustees to move into their assigned breakout rooms for discussion on the Governance Report as presented in the session outline.

Each breakout group was facilitated by a senior staff member and administrator.

At 5:00 p.m., Trust Council returned to the main electronic meeting and gave a verbal summary of discussions held by each group in response to the facilitation questions as presented in the session outline.

At 5:35 p.m. the meeting recessed for the day.

Thursday, September 22, 2022

Chair Luckham reconvened the open meeting at 9:00 a.m. and humbly stated gratitude to work and live on Coast Salish First Nations traditional and treaty territory.

There were 21 trustees present when the meeting reconvened. Regrets received from Trustees Fast, McConchie and Rockafella.

Trustees absent: Fenton and Thorn. It was reported that there were 42 livestream views on September 22 and approximately 3 electronic attendees.

11. CLOSED MEETING

At 9:03 a.m., the meeting was closed to the public.

TC-2022-120
It was Moved by Trustee Rogers and Seconded by Trustee Wolverton,
That the meeting be closed to the public subject to Sections 90(1)(c)(g) and (i) of the Community Charter to consider matters related to employee relations, litigation affecting the Islands Trust and receipt of advice that is subject to solicitor-client privilege and that staff attend the meeting.

CARRIED

At 10:00 a.m., the meeting was reopened to the public then recessed for approximately 10 minutes.

At 10:15 a.m., Chair Luckham welcomed the public attending and watching livestream, gave a land acknowledgement, took roll call of trustee and continued with the agenda.

12. RISE AND REPORT

Chair Luckham reported that the June Trust Council in-camera minutes were adopted as presented.

Trustee Middleton raised a question regarding business addressed in the closed session.

TC-2022-121
It was Moved by Trustee Middleton and Seconded by Trustee Brent,
That Trust Council request staff provide a list of resources in priority order to advance the Trust's reconciliation activity with First Nations in British Columbia that Council may debate and endorse for advocacy to British Columbia.

Trustee Busheikin called a point of order asking if this was a new business item.

Chair Luckham ruled to proceed with the motion, there were no challengers to the Chair's ruling. Discussion ensued.

TC-2022-122
It was Moved by Trustee Critchley and Seconded by Trustee Brent,
That motion **TC-2022-121** be amended by inserting after the word "staff" the words "in cooperation with Executive Committee" and by adding before the word "resources" the word "needed".

CARRIED

TC-2022-121 (as amended)
It was Moved by Trustee Middleton and Seconded by Trustee Brent,
That Trust Council request staff, in cooperation with Executive Committee, provide a list of needed resources in priority order to advance the Trust's reconciliation activity with First Nations in British Columbia that Council may debate and endorse for advocacy to British Columbia.

CARRIED

Chair Luckham continued with business from Wednesday's agenda schedule at item 9.2.3.

9.2.3 Advice to Trust Council on Advocacy to the Province re Housing Affordability Supports – RFD

Regional Planning Committee (RPC) Chair Busheikin spoke to the request for decision as presented.

TC-2022-123
It was Moved by Trustee Busheikin and Seconded by Trustee Dodds,
That Trust Council request the Chair to write to the Province to:

- outline the particular housing affordability challenges in the Trust Area and
- request that the Province explore what can be done to create housing solutions specific to rural islands in the Trust Area, including options for stable, secure funding.

CARRIED

Trustees Fenton and McConchie joined the meeting at 11:01 a.m.

TC-2022-124
It was Moved by Trustee Busheikin and Seconded by Trustee Dodds,
That Trust Council request Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale.

CARRIED

TC-2022-125
It was Moved by Trustee Busheikin and Seconded by Trustee Wolverton,
That Trust Council host a panel session about affordable housing challenges and solutions in the Islands Trust Area as part of trustee education.

TC-2022-126
It was Moved by Trustee Dodds and Seconded by Trustee Brent,
That motion **TC-2022-125** be amended to remove the word affordable.

CARRIED

TC-2022-125 (as amended)
It was Moved by Trustee Busheikin and Seconded by Trustee Wolverton,
That Trust Council host a panel session about housing challenges and solutions in the Islands Trust Area as part of trustee education.

CARRIED

TC-2022-127
It was Moved by Trustee Busheikin and Seconded by Trustee Wolverton,
That Trust Council coordinate a round table on housing, to include BC Housing, key ministers, housing leaders from island communities, and others, within the first six months of the new term.

It was discussed that the roundtable be coordinated within six months, not necessarily held within six months of the new term.

CARRIED

13. NEW BUSINESS - None

14. SUMMARY/UPDATES

14.1 Trustee Updates

14.1.1 BC Ferries (Ferry Advisory Committee Chairs) - None

14.1.2 First Nations

Trustee Colbourne noted that Snuneymuxw First Nations has signed a working agreement with BC Ferries regarding BC Ferries rezoning application on Gabriola.

14.1.2.1 Trustee Johnston - Xwe'etay/Lasqueti Archaeology Project Report to Trust Council - September 2022

Trustee Johnston circulated an addendum to the attached report via email to Trust Council on September 20th.

14.1.3 Gulf Islands National Park Reserve Advisory Committee

Trustee Middleton reported there are currently no meetings being held, that the committee is in transition and to keep the committee in mind when the new term trustees convene.

14.1.4 Salt Spring Island Watershed Protection Alliance (SSIWPA)

Trustee Patrick noted SSIWPA's work continues.

14.1.5 Atl'ka7tsem/Howe Sound Community Forum

Trustee Stamford reported that a sub-committee of the forum is meeting with the Ocean Watch group.

14.1.6 Southern Gulf Islands Forum

Trustee Wolverton noted the last forum meeting was postponed and has been rescheduled to meet this week with, the main item of discussion is anchorages.

14.1.7 Baynes Sound Forum

Trustee Critchley said the next forum is being set for December 2, 2022 and noted he is sitting on the Department of Fisheries and Oceans (DFO) Shellfish Aquaculture Advisory Committee which meets twice a year.

14.1.8 Freighter Anchorages Update

Trustee Fenton said he participated in phase 2 of the Port Authority engagement process on behalf of Gabriolans Against Freighter Anchorages (GAFA).

14.2 Priorities Chart

Received for information.

14.3 Proposed November Trust Council Agenda Program

CAO Hotsenpiller spoke to drafts November and December Trust Council schedules as presented with regards to new term trustee orientation and election of the new Executive Committee.

Received for information.

14.4 Disposition of Delegations and Public Comment Requests

Regarding delegation item 6.1.3 Gulf Islands Alliance

TC-2022-128
It was Moved by Trustee Wright and Seconded by Trustee Critchley,
That the Gulf Islands Alliance letter and addendum report be included in the new trustee information package.

TC-2022-129
It was Moved by Trustee Rogers and Seconded by Trustee Wolverton,
That motion **TC-2022-128** be amended as follows:
After the word report add ", and the Young Anderson legal opinion regarding the scope of Section 3".

CARRIED

TC-2022-128 (as amended)
It was Moved by Trustee Wright and Seconded by Trustee Critchley,
That the Gulf Islands Alliance letter and addendum report, and the Young Anderson legal opinion regarding the scope of Section 3, be included in the new trustee information package.

DEFEATED

5. CORRESPONDENCE

15.1 G. Elliott re: W̱SÁNEĆ Interests in Islands Trust Policy Statement letter dated May 30, 2022

The attached correspondence was received for information.

It is noted that Executive Committee requested staff circulate item 10.2 from its September 20th agenda, correspondence re: W̱SÁNEĆ Leadership Council Staff response to 2021 Islands Trust Policy Statement Amendments dated August 4 2022 to all trustees.

15.2 Emergency Management Trans Mountain re: BC EAO Condition 35 Fate and behaviour Bitumen Research email dated June 16, 2022

The email and report were received for information.

15.3 Trustee Wright re: considering carrying capacity letter dated August 31, 2022

TC-2022-130
It was Moved by Trustee Wright and Seconded by Trustee Allen,
That Trust Council refer the concept of "carrying capacity" to the Regional Planning Committee for study and recommendations.

CARRIED

15.4 H. Holm letter dated August 31, 2022 re: carrying capacity vs ecological balance

Received for information.

15.5 Premier response re: Council urges Federal & Provincial Gov to Support Global Initiative for a Fossil Fuel Non-proliferation (FFNP) Treaty.

Received for information.

15.6 Minister Osborne response RE: Request for New Legislation to Protect and Restore Biological Diversity and Ecosystem Health

Response received for information to chair letter sent July 15, 2022. (Incorrectly cited as sent July 12, 2022).

16. NEXT MEETING

The next Trust Council meeting is scheduled to be held in-person November 1-3, 2022 at the Coast Victoria Hotel and Marina 146 Kingston Street, Victoria BC.

17. ADJOURNMENT

By general consent, the meeting was adjourned at 12:13 p.m.

____

Peter Luckham, Chair

Certified Correct

____

Lori Foster, Executive Coordinator/Recorder

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	December 8, 2022
From:	**CAO**	**Date Prepared:**	November 21, 2022
SUBJECT:	**Council Committee Ratification for 2022-2026**		

RECOMMENDATION: THAT Trust Council ratify the following appointments to Trust Programs Committee, Regional Planning Committee and Financial Planning Committee:

1. **Trust Programs Committee (TPC):** Sam Borthwick, Kristina Evans, Alex Allen, Jamie Harris, Tim Peterson (EC appointment), Sue Ellen Fast, Tobi Elliott, Chair Luckham (ex-officio)
2. **Regional Planning Committee (RPC):** Laura Patrick, Aaron Campbell, Alex Allen, David Graham, Sam Borthwick, Tobi Elliott (EC appointment), Chair Luckham (ex-officio)
3. **Financial Planning Committee (FPC):** Mairead Boland, Joe Bernardo, David Graham, TPC representative (vacant), RPC representative (vacant), David Maude (EC) Tim Peterson (EC), Tobi Elliott (EC), Peter Luckham(EC)

CHIEF ADMINISTRATIVE OFFICER COMMENTS: These appointments are a function of interest expressed by trustees and consideration by the Chair and Executive Committee as per policy. It is advantageous to select committee members early in the term in order to initiate the committees and establish an overall schedule for the organization.

---

1 **PURPOSE:** To ratify Council Committee appointments for the current 2022-2026 term.

2 BACKGROUND:

Trust Council Policy 2.3.1, S. 1.12, Council Committees, provides that Council Committees, (with the exception of the Governance Committee) that membership on a committee consists of trustees who have been appointed by the Chair.

Further, S. 1.15 of the same policy requires that Trust Council ratify those appointments by the Chair based upon an indication of interest by Trustees and Trust area wide considerations, and that ratification occur by the second Trust Council meeting of the term.

Accordingly the following appointments have been made by the Chair for ratification by Trust Council:

Trust Programs Committee
Sam Borthwick
Kristina Evans
Alex Allen
Jamie Harris
Tim Peterson (EC appointment)
Sue Ellen Fast
Tobi Elliott
Chair Luckham (ex-officio)

Regional Planning Committee
Laura Patrick
Aaron Campbell
Alex Allen
David Graham
Sam Borthwick
Tobi Elliot (EC appointment)
Chair Luckham (ex-officio)

Financial Planning Committee
Mairead Boland
Joe Bernardo
David Graham
TPC representative (vacant)
RPC representative (vacant)

Executive members:
David Maude (EC)
Tim Peterson (EC)
Tobi Elliott (EC)
Peter Luckham (EC)

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The appointments of committees is anticipated from an organizational perspective and staff support will be allocated as per policy and the work program of each committee.

FINANCIAL: Council Committees have each made submissions to the budgeting process for funding for the 2023-24 Financial Plan.

POLICY: There are no requirements for policy changes associated with this decision.

IMPLEMENTATION/COMMUNICATIONS: Communication to the public and other interested parties will occur following ratification.

FIRST NATIONS: First Nations governments are being informed of the names of the new trustees and new local trust committees, but there is not a formal process for identifying committee membership.

OTHER:

4 RELEVANT POLICY(S):

5 ATTACHMENT(S):

RESPONSE OPTIONS

Recommendation:
THAT Trust Council ratify the following appointments to Trust Programs Committee, Regional Planning Committee and Financial Planning Committee:

1. **Trust Programs Committee (TPC):** Sam Borthwick, Kristina Evans, Alex Allen, Jamie Harris, Tim Peterson (EC appointment), Sue Ellen Fast, Tobi Elliott, Chair Luckham (ex-officio)
2. **Regional Planning Committee (RPC):** Laura Patrick, Aaron Campbell, Alex Allen, David Graham, Sam Borthwick, Tobi Elliot (EC appointment), Chair Luckham (ex-officio)
3. **Financial Planning Committee (FPC):** Mairead Boland, Joe Bernardo, David Graham, TPC representative (vacant), RPC representative (vacant), David Maude (EC) Tim Peterson(EC), Tobi Elliott (EC), Peter Luckham(EC)

Alternative:

Prepared By: **CAO**

Reviewed By/Date: November 21, 2022

TRUSTEE
REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	November 25, 2022
From:	**Tobi Elliott**	**Date Prepared:**	November 21, 2022
SUBJECT:	**Report on potential new Reconciliation Committee**		

RECOMMENDATION: That Trust Council request staff to prepare a report regarding options for resourcing and supporting a new Select Committee on Reconciliation, with recommendations as to how the Select Committee on Reconciliation's terms of reference, composition and purpose would be determined.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: If directed, staff can prepare this report for consideration by Trust Council in March 2023. Staff would include financial implications in the report.

---

1 **PURPOSE:** To request that Trust Council request staff to prepare a report regarding options for resourcing and supporting a new Select Committee on Reconciliation

2 BACKGROUND:

A new Select Committee on Reconciliation would align with Trust Council's recognition in its March 2019 Declaration on Reconciliation that this "is a long-term relationship-building and healing process… [and] Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea."

Purpose:

- I recognize that Trustees and Staff individually hold responsibility for advancing the work of reconciliation and meaningful relationship building with nations in the Trust Area.
- Collectively at the Islands Trust, there is still much work to be done toward embedding reconciliation practices and principles into operations and organizational culture, and into institutionalizing better ways of relating, so that the work does not rest on the shoulders of any single Staff person, or with individual Trustees.
- A Select Committee or Coordinating Group on Reconciliation Action, with actively engaged Trustees, might support the Islands Trust's ongoing work and relationship-building efforts with First Nations by:
  - ensuring there is capacity funding in the budget for nations to participate in decision making processes;
  - requesting the Province to fund activities that support the development of co-governance processes with First Nations;

- developing a Reconciliation Action Plan for the upcoming term;
- ensuring Action Items that are identified as Priorities are followed up on and have the support of Council in tangible ways.

Currently, there have been identified by staff approximately 100 Follow Up Action Items on Reconciliation, presented to Executive Committee on November 5th, 2022. There currently is no active Reconciliation Action Plan to prioritize and coordinate strategic planning for those action items, and no single body to provide focused direction and leadership to the work.

The Senior Intergovernmental Policy Advisor (SIPA) staff role has been empty since February 2022. Currently the role is being filled by Trust Programs Director Clare Frater. It is critical to fill the SIPA role as soon as possible with a knowledgeable expert in Indigenous-government relations, who can to draft protocol agreements and work on the technical aspects of monitoring relationship building with the nations in the Trust Area.

The Select Committee on Reconciliation Action should not replace the SIPA role, but would advise and support the work in order to bring recommendations, findings and opinions back to Trust Council for decision and direction.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: There are few organizational implications to writing of a report with options. This work should be achievable within existing work programs.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff would prepare the report for Trust Council to consider in March 2023.

FIRST NATIONS: This request is meant to support a long-term relationship-building and healing process

OTHER: None.

4 RELEVANT POLICY(S): First Nations Engagement Principles Policy, Trust Council and Islands Trust Conservancy Reconciliation Declarations.

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation: That Trust Council request staff to prepare a report regarding options for resourcing and supporting a new Select Committee on Reconciliation, with recommendations as to how the Select Committee on Reconciliation's terms of reference, composition and purpose would be determined.

Alternative:

That Trust Council request staff to report on options for resourcing and supporting the formation of an entity other than a Council Committee, for the purpose of recommending Reconciliation actions to Trust Council, such as a Reconciliation "Coordination Group" (Secretariat Policy 2.1.15).

Prepared By: **Tobi Elliott, Gabriola Island Local Trustee**

Reviewed By/Date:

TRUSTEE REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	December 6, 2022
From:	**Susan Yates**	**Date Prepared:**	November 21, 2022
SUBJECT:	**In-person Trust Council meetings in 2023/24**		

RECOMMENDATION:

That Trust Council ensure that the 2023/24 Budget to allow for four in-person Council meeting.

That Trust Council schedule at least two of the in-person Council meetings to take place on the Islands our mandate pertains to.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Trust Council will have to consider this request in the context of the proposed 2023/24 draft budget.

PURPOSE: To request that Trust Council ensure that the 2023/24 Budget to allow for four in-person Council meetings, and that at least two of the in-person Council meetings take place on the Islands our mandate pertains to.

1 BACKGROUND:

Until Covid shut down in-person Council meetings, all of the quarterly Trust Council meetings were in person and open to the public. Zoom meetings were a very good bridge to get Council through the pandemic. They are still a good way to have many meetings of Council members, such as Committee meetings and webinar instruction meetings. Trust Council, however, should revert to meeting in person as soon as possible because:

- There has been an obvious degradation in the kinds of discussions and quality of Council decision-making in zoom meetings. I have observed this over the past 4 years. As a dedicated reporter, I probably attended more hours of Council than a few of the Trustees over the past term.
- We are a new Council and we need to start off seeing each other at every Council meeting over the next year, and beyond.
- There are technical problems and frustrating delays with Trustees not getting workable internet connections from their home islands.
- Trustees discuss issues that are important to them during Council meeting breaks, and during meals together. Much can be accomplished to strengthen camaraderie and the will to move forward as a federation when informal discussions add to what is discussed during Council meetings.
- Long zoom meetings are lonely and depressing; no matter how important or uplifting the issues at hand may be.

For the past almost 50 years, Trust Council members travelled to at least 2 of the Islands in the Trust Area to have Council meetings, and observed the ties that bind all of us as Council members: the ferries, the land and seascapes, the village areas, cultural heritage, and during lunch breaks on Day 2 of Council, something special about the host island. I still remember the wonders of these short field trips from 35 years ago. More recently, I saw how valuable it was for Trustees to visit the new (at that time) library and refurbished lighthouse on Mayne Island, the Millard Learning Centre on Galiano, and the Gabriola Commons with its unique zoning. We have yet to visit the green burial sites on Denman or Salt Spring; two places islanders sometimes ask me about.

When Council is held on one of the Trust Islands, residents of that island are encouraged to attend Council and see why they are, or should be, supporting the Islands Trust and their Local Trustees. Having heard comments from fellow islanders about this, I know it is the kind of support that the Trust needs, now more than ever.

When Council is held on one of the Trust Islands, local businesses are supported; they in turn see value in supporting the Trust. In my long history of either being a Trustee, or observing the Trust; I have attended Council meetings on every major Island in the Trust Area, from Saturna to Salt Spring. Every island was welcoming and provided all the necessary amenities; including billeting and large pot luck meals made by residents in the 1980s and 90s.

The Trust is losing support from its constituents; we see this in a number of ways. We need to make the effort and spend the money to have Council meetings in public, in person, and in the Trust Area. We will not be disappointed by the residents of the Trust Area; they excel at volunteering and being proud of where they live, and they deserve our visible respect and support.

2 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The Executive Coordinator will organize the in-person meetings

FINANCIAL: Average estimated cost for an in-person Trust Council meeting is $27,500.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will plan and promote Trust Council meetings as per the usual process.

FIRST NATIONS: In-person meetings may facilitate relationship building with First Nations representatives.

OTHER: None.

3 RELEVANT POLICY(S): Policy 2.2.2 Council Meeting Preparation

4 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation:

That Trust Council ensure that the 2023/24 Budget to allow for four in-person Council meeting.

That Trust Council schedule at least two of the in-person Council meetings to take place on the Islands our mandate pertains to.

Alternative:

- Schedule fewer in-person meetings
- Schedule fewer meetings on the islands

Prepared By: **Susan Yates, Gabriola Island Local Trustee**

Reviewed By/Date:

Islands Trust

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	December 6, 2022
From:	**CAO / Executive Coordinator**	**Date Prepared:**	November 21, 2022
SUBJECT:	**Proposed Trust Council Schedule 2023**		

RECOMMENDATION:

1. That Trust Council adopt the following meeting dates for its 2023 schedule: March 7-9, June 27-29, September 26-28, and December 5-7.

2. That Trust Council adopt the following meeting locations and for its 2023 schedule: March (in-person, Nanaimo), June (electronic), September (electronic), December (in-person, Victoria).

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Executive Committee has endorsed the proposed March, June, September and November meeting dates for Trust Council's 2023 schedule. At present there are 2 live meeting and 2 electronic meetings scheduled. There is a challenge in that the two electronic meetings are consecutive, due to the need to have a live March meeting to discuss the budget and a live December meeting to discuss the upcoming budget. Notwithstanding this report, at the November Trust Council meeting, a notice of motion was made to reconsider the number of live meetings of Trust Council for the upcoming year, which may affect this request for decision.

PURPOSE: To consider recommendations for the Trust Council 2023 i) meeting dates ii) and locations and adopt a 2023 meeting schedule.

BACKGROUND:

i. Selection of Trust Council meeting dates, 2023

The Trust Council 2023 schedule follows the Meeting Procedures Bylaw No. 101 which states "the Council shall establish the schedule of the date, time and place of regular Council meetings, one of which shall be in each of the months of March, June, September and December," at its December meeting. See Attachment 1.

2023 meeting dates have been selected taking into consideration statutory holidays, associated known conference dates, National Indigenous Peoples day and other local government scheduling throughout the year.

The following Trust Council meeting dates are recommended for 2023: **March 7-9, June 27-29, September 26-28, and December 5-7.**

ii. Trust Council Meeting Locations

[Islands Trust Electronic Meetings Regulation](#) was amended September 29, 2021 to allow for regular electronic meetings of a trust body. This council needs to consider which “other” meeting should be held in-person and where that location would be.

The following table offers historical Trust Council locations at a glance:

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Jan	NA	NA	NA	NA	NA	Nanaimo			NA
March	Hornby	Gabriola	Hornby	Gabriola	Salt Spring	Gabriola	Salt Spring	electronic	Nanaimo
June	Saturna	Galiano	N. Pender	Lasqueti	Saturna	Galiano	electronic	electronic	electronic
Sept	Keats	Bowen	Sidney	Denman	Keats	Bowen	electronic	electronic	electronic
Nov	NA	NA	NA	NA	Victoria	NA	electronic	NA	Victoria
Dec	Victoria	Victoria	Salt Spring	Victoria	NA	Victoria		Victoria	electronic

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

There may be a need for reallocation of current administrative staff to assist in running electronic Trust Council meeting.

FINANCIAL:

The draft 2023/24 budget for Trust Council meeting expenses considers 2 in-person meetings with the remainder to be held electronically. Certainty as to meeting locations will ensure meeting reservations can be secured and meeting logistics can be executed accordingly.

POLICY:

Bylaw 101 Meeting Procedures Bylaw

Islands Trust Electronic Meetings Regulation

IMPLEMENTATION/COMMUNICATIONS:

Once Trust Council has adopted its 2023 meeting schedule, public notification can be executed including the required newspaper notifications, postings to the website and subscriber notices send out.

FIRST NATIONS:

The certainty provided by an adopted schedule for the Islands Trust will allow for ongoing discussions and meetings with First Nations governments.

ATTACHMENTMENTS

1. Trust Council 2023 Draft Meeting Schedule

RESPONSE OPTIONS

Prepared By: **Executive Coordinator**

Reviewed By/Date: **Executive Committee, November 23, 2022**

2023 DRAFT
Islands Trust Council and Committees Meeting Schedule

Islands Trust

Executive Committee

1. January 11, 2023
2. February 13 (Monday), 2023
3. February 22, 2022
4. March 7, 2023 (pre-Trust Council March 7-9)
5. March 22, 2023
6. April 12, 2023
7. May 3, 2023
8. May 24, 2023
9. June 14, 2023
10. June 27, 2023 (pre-Trust Council June 27-29)
11. July 12, 2023
12. July 18, 2023 (ITC/EC Liaison Meeting)
13. August 2, 2023
14. August 23, 2022
15. September 13, 2023
16. September 26, 2023 (pre-Trust Council September 26 – 28)
17. October 11, 2023
18. November 1, 2023
19. November 22, 2023
20. December 5, 2023 (pre-Trust Council December 5-7)
21. December 20, 2023
22. January 10, 2024

Trust Council Quarterly Meetings

March 7-9, 2023

June 27 - 29, 2023

September 26 - 28, 2023

December 5 – 7, 2023

Financial Planning Committee: January 18, February 14, May 31, August 30, October 18, November 8

Regional Planning Committee: February 1, May 17, others to be determined

Trust Programs Committee: January 27, May 15, others to be determined

Governance Committee: to be determined

Islands Trust Conservancy: January 24, March 14, May 30, July 18 (liaison meeting with EC), October 3, November 21

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 6, 2022
From:	**Executive Coordinator**	**Date Prepared:**	November 21, 2022

SUBJECT: **Minister Cullen response re: Provincial Review request letter dated September 23, 2022**

BACKGROUND:

At its November 19, 2022 meeting, Trust Council passed the following motion:

It was Moved by Trustee Patrick and Seconded by Trustee Yates,
That Trust Council request staff to return the request for decision (RFD) Provincial Review of Islands Trust for consideration to the December Trust Council meeting.

CARRIED

For information, the RFD can be found in the June 2022 Trust Council agenda package pages 392 -394, item 9.2.

Chair Luckham sent this letter to the Honourable Nathan Cullen dated July 8th, 2022 re: Request for Provincial Review of Islands Trust.

Minister Cullen sent the following response: See Attachment 1.

ATTACHMENT(S):

1. **Minister Cullen response letter dated September 23, 2022**

FOLLOW-UP: as directed by Trust Council

Prepared By: **Executive Coordinator**

Reviewed By/Date: **CAO, November 28, 2022**

Attachment 1.

September 23, 2022

Ref: 270776

Peter Luckham, Chair
Islands Trust
200-1627 Fort St
Victoria BC V8R 1H8

Dear Chair Luckham:

Thank you for your letter of July 8, 2022, requesting a recommendation to the Lieutenant Governor in Council to undertake a provincial review of the Islands Trust mandate, governance and structure. The Ministry of Municipal Affairs has responsibility for the *Islands Trust Act* and would be responsible for policy work to support any review that may be undertaken. I appreciate that there are a number of challenges facing the Islands Trust that you have identified in your letter.

The recent governance and management review undertaken by the Islands Trust has highlighted a number of actions the Islands Trust can take within its existing authorities to address some of the emerging concerns and pressures, and I encourage you to look at these opportunities. In addition, with local elections being held on October 15, 2022, the ministry wants to understand the perspectives and opinions that the newly elected Trust Council has on the requested review.

I look forward to learning of the measures being taken by the Trust in response to the governance and management review and in relation to the broader issues that are raised in the context of this request for a review of the Islands Trust governance, mandate and opportunities for alignment with the principles of the Declaration Act.

Thank you again for writing.

Sincerely,

Nathan Cullen
Minister

Ministry of Municipal Affairs
Office of the Minister
Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 387-2283
Fax: 250 387-4312
Location:
Room 028
Parliament Buildings
Victoria BC V8V 1X4
http://www.gov.bc.ca/muni

December 6, 2022

Islands Trust Council

POLICY STATEMENT AMENDMENT PROJECT OVERVIEW

Background: Section 15 of the *Islands Trust Act* states that Trust Council must adopt a "Policy Statement" that acts as a general statement of the policies Trust Council will use to carry out the Islands Trust Object. The current Policy Statement was first adopted in 1994 and has not been significantly updated in over 25 years. In 2019, Trust Council launched a Policy Statement Amendment Project to update the document in order to better address current and future challenges and opportunities related to reconciliation, climate change, and affordable housing in the Islands Trust Area. In June and September 2022, after receiving engagement feedback from First Nation governments, referral agencies, and the public on a first draft of a new Policy Statement, the outgoing Trust Council passed a number of resolutions requesting staff to make further revisions and to draft a project charter and communications strategy for the new 2022-2026 Trust Council and its committees to consider in early 2023. **Attachment 1** contains a summary of the June and September 2022 TC resolutions that are currently guiding work on this project. For more detailed project information and correspondence, please visit: https://islandstrust.bc.ca/programs/islands-2050/

Purpose: This orientation session will aim to provide the new 2022-2026 Islands Trust Council with a brief overview of the Islands Trust Policy Statement and the Islands 2050 Policy Statement Amendment Project, including anticipated next steps for the new Trust Council and its committees in early 2023.

Resources: Dilani Hippola, Senior Policy Advisor, Trust Area Services
Clare Frater, Director, Trust Area Services

Attachment: 2022 Trust Council Resolutions on Draft Policy Statement Revisions & Next Steps

TIME	TOPIC	WHO
2:00 – 2:30 pm	**Presentation: Policy Statement Amendment Project Overview** • Purpose of the Islands Trust Policy Statement • Amendment Project History, Scope, and Timeline • Engagement and Referrals Feedback • Next Steps for New Trust Council and Committees	Dilani Hippola Senior Policy Advisor, Trust Area Services
2:30 – 3:00 pm	**Question & Answer Period**	

Policy Statement Amendment Project

2022 Trust Council Resolutions on Draft Policy Statement Revisions & Next Steps

Background: In June and September 2022, after receiving engagement feedback from First Nations, referral agencies, and the public, the outgoing 2018-2022 Trust Council passed a number of resolutions requesting staff to undertake the following work on the draft new Policy Statement Bylaw No. 183, for review by the new 2022-2026 Trust Council and its committees in early 2023:

Part 1 – Structural Revisions:

1	*Reformat the draft Trust Policy Statement to simplify the structure and shorten the length to improve readability and understanding, for example, separate the mandatory directive policies from the remainder of the text. (June 2022)*
2	*Develop a Glossary of Terms used in the Trust Policy Statement to be an appendix to that document. (June 2022)*
3	*Remove detailed coordination policies from each subsection and instead develop more general coordination principles in accordance with the object of the Trust. (Sept 2022)*
4	*Remove detailed "commitments of Trust Council" from each subsection and instead develop more general guiding principles in accordance with the object of the Trust. (Sept 2022)*
5	*Add a new category of "recommendation policies" that local trust committees and island municipalities should address in addition to the existing category of "directive policies" (must include in local official community plans and regulatory bylaws). (Sept 2022)*
6	*Draft a companion handbook to foster better understanding for Trustees and across the Trust that includes greater detail on the rationale for policies and how local trust committees and island municipalities are expected to implement each policy. (Sept 2022)*
7	*Separate out introductory/history sections from the official bylaw and place them in the companion handbook. (Sept 2022)*
8	*Explore updating and integrating Trust Council's Policy Statement Amendment Policy 1.2.1 and Policy Statement Implementation Policy 1.3.1 into the draft Policy Statement bylaw. (Sept 2022)*

Part 2 – Revisions to Existing Content:	
9	*Remove the draft directive policy to prohibit new desalination plants. (June 2022)*
10	*Change the term "Indigenous ways of knowing" to "Indigenous Knowledge". (June 2022)*
11	*Reword "seven generations" language to better reflect relationships to past, present, and future generations. (June 2022)*
12	*Refine the draft directive policy and recommendation policies prohibiting new private docks to highlight areas of concern, for example prohibiting or limiting new private docks in areas that have been identified as culturally significant for First Nations, identified for community use, or in locations that provide critical habitat for species at risk, and/or requiring cumulative effects assessments prior to approval of applications. (Sept 2022)*
13	*Refine the draft agricultural policies and recommendation policies to highlight the value of sustainable agriculture in the Trust Area, while also suggesting preferred approaches that are aligned with the object of the Trust, and First Nations' rights and interests. (Sept 2022)*
14	*Refine the draft directive policy and recommendation policies prohibiting new seawalls or hard shoreline armouring to instead direct local trust committees and island municipalities to consider guidelines as found in Green Shores or other soft shoreline approaches to set requirements for shoreline preservation. (Sept 2022)*
15	*Remove the draft commitment/coordination policies and recommendation policies advocating for authority to regulate tree cutting, acknowledging that Trust Council may continue to advocate for this irrespective of the topic's inclusion in the Policy Statement. (Sept 2022)*
16	*Explore the inclusion of general guiding principles, recommendation policies, and/or directive policies that aim to ground all decision-making in the 'Precautionary Principle', with a clear definition of this term in the Glossary and related implementation guidelines in the companion handbook. (Sept 2022)*
Part 3 – Development of Additional Content:	
17	*Provide options for draft policy language for the draft Policy Statement to encourage preservation of forest cover in the Trust Area, this will include reference to sustainable forest management practices. (June 2022)*
18	*Reaffirm Trust Council's Reconciliation Declaration of March 2019 and its inherent commitment to be responsive to First Nations engagement on the Trust Policy Statement as dictated by the Declaration on the Rights of Indigenous Peoples. (June 2022)*
19	*Provide more explanatory context on First Nations rights and responsibilities, and implications of the Declaration on the Rights of Indigenous Peoples Act, with corresponding "recommendation policies" to guide First Nations engagement and reconciliation work. (Sept 2022)*
20	*Add greater detail on First Nations' co-governance interests and the need for collaborative frameworks to work together at all stages of policy development and implementation, and in all decision-making. (Sept 2022)*

21	*Strengthen policy language around First Nations' constitutional rights to access culturally significant areas and healthy ecosystems for their cultural, spiritual, and economic uses. (Sept 2022)*
22	*Strengthen policy language around preservation and protection of the coastal and marine environment to support First Nations' food security in Indigenous marine harvesting areas. (Sept 2022)*
23	*Strengthen policy language around engaging with First Nations and cultural monitors to better protect known and unknown cultural heritage sites, through clearly defined collaborative frameworks. (Sept 2022)*
Part 4 – Coordination with Referral Agency Partners:	
24	*Work with Bowen Island Municipality staff and Islands Trust Conservancy staff to integrate their specific amendment requests. (Sept 2022)*
25	*Work with Ministry of Agriculture & Food, and Agricultural Land Commission staff to refine the wording of the draft agricultural policies. (Sept 2022)*
26	*Address regional district staff recommendations for revisions to policies relating to active recreation, active transportation, trails, and climate emergency preparedness, as appropriate. (Sept 2022)*
27	*Address improvement district recommendations around water management, including rainwater harvesting, septic filtering, and water conservation, as appropriate. (Sept 2022)*
28	*Postpone the deferred referrals to local trust committees until the next draft of the document has been received by the incoming Trust Council and its committees. (Sept 2022)*
Part 5 – Engagement, Reviews, and Next Steps:	
29	*Continue to build staff-to-staff relationships with First Nations who provided input to the Policy Statement Amendment Project in Phases 1 and 2 of early and meaningful engagement, and provide additional capacity funding to support continued First Nations engagement on this project. (Sept 2022)*
30	*Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 – 2022. (Sept 2022)*
31	*Prepare a new Policy Statement Amendment Project Charter for the consideration of the incoming Executive Committee and Trust Council in early 2023. (Sept 2022)*
32	*Prepare a Policy Statement Amendment Project Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023. (Sept 2022)*

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	December 7, 2022
From:	Islands Trust Conservancy Staff	**Date Prepared:**	November 10, 2022

SUBJECT: **Natural Area Protection Tax Exemption Program (NAPTEP) Certificate Completion Extension – Salt Spring Island Local Trust Area**

RECOMMENDATION: That the Islands Trust Council extend the timeline for issuing the Natural Area Exemption Certificate for Natural Area Protection Tax Exemption Program application SS-NAP-2020.3 (Salt Spring Island) until December 2024.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Islands Trust Conservancy currently holds twenty-seven NAPTEP covenants, eleven of which are in the Salt Spring Island Local Trust Area. Trust Council approved issuing a natural area tax exemption certificate for a property on Salt Spring Island in December 2020, subject to a satisfactory covenant being registered in favour of the Islands Trust Conservancy. Because Trust Council policy requires that applications be completed within two years and the landowner has been unable to meet the timeline due to unanticipated complications, the landowner is requesting an extension to the two-year application timeframe.

---

1 **PURPOSE:** To seek Trust Council approval for an extension of application timeframe for completion of a Natural Area Protection Tax Exemption Program application.

2 BACKGROUND:

A NAPTEP application was received in August 2020. Trust Council passed the following resolution at its December 2020 meeting:

> **2020-112**
> **It was Moved by Trustee Stamford and Seconded by Trustee Fast,**
> ***That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate for the covenanted portion of the property described as 'Lot 2, Section 72, South Salt Spring Island, Cowichan District, Plan 36292 Except Plan 40974, Parcel Identifier 000-395-081' subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.***

Trust Council policy 2.1.10, section 2 (h) states:

> *Within two years of Trust Council resolution in favour of an application, the applicant must provide an acceptable baseline assessment and register the required conservation covenant against the title of the subject property in order to receive the natural area exemption certificate. If the applicant does not complete these steps within two years, the applicant must reapply for the natural area exemption certificate.*

Due to complications registering the covenant over this Salt Spring Island property, this NAPTEP application is taking longer than the two years allowed through Trust Council policy. The landowner has a mortgage on the property and in order to ensure that the values of the covenant are protected, the covenant must be granted priority over this mortgage. Discussions with the mortgage provider have slowed covenant negotiations, but the landowner and ITC staff are making progress and believe that covenant registration will occur within a year. The landowner is keen to pursue covenant registration and has requested that Trust Council extend the timeline for issuing the Natural Area Exemption Certificate by a year to allow for registration of the covenant.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Islands Trust Conservancy staff will continue to work with the landowner and their mortgage provider to register the covenant.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: The applicant will be advised of Trust Council's decision.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S): 2.1.10 Administration of Natural Area Protection Tax Exemption Program

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation: That the Islands Trust Council extend the timeline for issuing the Natural Area Exemption Certificate for Natural Area Protection Tax Exemption Program application SS-NAP-2020.3 (Salt Spring Island) until December 2024.

Alternative: That the Islands Trust Council decline to extend the application timeline and require that the landowner reapply for a Natural Area Exemption Certificate.

Prepared By: Kathryn Martell, Ecosystem Protection Specialist

Reviewed By/Date: Kate Emmings, Islands Trust Conservancy Manager / November 20, 2022
Clare Frater, Director Trust Area Services / November 21, 2022
Russ Hotsenpiller, Chief Administrative Officer / November 21, 2022
Executive Committee / November 23, 2022

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	December 6, 2022
From:	Trust Area Services	**Date Prepared:**	November 20, 2022

SUBJECT: **Recommended Islands Trust Council Representative & Alternate Attendee for DFO Shellfish Aquaculture Management Advisory Committee**

RECOMMENDATION: That Trust Council recommend to Fisheries and Oceans Canada (DFO) that Trustee A (*to be determined by Trust Council)* be appointed as Trust Council's representative to the DFO Shellfish Aquaculture Management Advisory Committee and that Trustee B *(to be determined by Trust Council)* be identified as an alternate attendee.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: After many years of advocacy, Trust Council was offered a seat at the table on the DFO Shellfish Aquaculture Management Advisory Committee in August 2022. Having representatives on this committee provides Trust Council with important opportunities to advocate on behalf of the object of the Trust, coordinate with a range of governmental and non-governmental partners, and influence policy developments related to aquaculture management in BC. Trust Council's representatives can be from any local trust area in the Trust Area but Trust Council should know that Baynes Sound in the Denman Island Local Trust Area is B.C.'s largest producer of commercial shellfish and Canada's largest producer of commercial oysters.

1 **PURPOSE:** To inform Trust Council's decisions regarding selection of two trustees to be recommended to DFO to act as Trust Council's representatives on the Shellfish Aquaculture Management Advisory Committee.

2 **BACKGROUND:** In August 2022, after many years of advocacy, a representative of Islands Trust Council was invited to participate in the Fisheries and Oceans Canada (DFO) Shellfish Aquaculture Management Advisory Committee. Former Denman Island Local Trustee, David Critchley, was initially selected by DFO in August 2022 and occupied the position until the end of his term as trustee in November 2022. Trust Council is now being requested to recommend a new representative (and alternate) to sit on the Committee until November 2025.

The cross-sectoral Shellfish Aquaculture Management Advisory Committee was established by DFO (Pacific Region) to provide advice and make recommendations related to planning, policy and operational decisions for aquaculture management in British Columbia. The Committee is intended to be moderate in size, and comprised of a range of interests that would work together within the committee structure to advise DFO on matters related to aquaculture. Membership in the Committee includes seven seats for First Nations, seven seats for the aquaculture industry, three seats for environmental organizations, one to two seats for aquaculture associations, and two seats for local government. The Government of Canada and the Government of British Columbia participate in the committee, providing ex-officio representatives as required, but do not have appointed seats on the committee. The DFO Director, Aquaculture Management, acts as Chair while the Secretariat role is provided by the DFO Aquaculture Engagement Coordinator.

The Shellfish Aquaculture Management Advisory Committee meets twice a year. Historically the meetings have been held in person, but were recently held online during COVID lockdowns. It is likely that the meetings will be held in Comox.

See Attachment 1 for the Committee's detailed Terms of Reference.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Few organizational demands are expected from the recommendation. Trust Council's representatives would attend meetings as required and report back to Trust Council on a regular basis.

FINANCIAL: Islands Trust is expected to cover travel expenses for the Islands Trust representative to meetings in Comox two times per year. This would be paid from the Trust Council travel budget.

POLICY: No policy implications.

IMPLEMENTATION/COMMUNICATIONS: Once Trust Council has selected a new representative and alternate, staff will advise Fisheries and Oceans Canada of Trust Council's recommendations. The DFO Project Officer would then contact the trustees, if they are selected.

FIRST NATIONS: The Committee includes seven seats for First Nations representatives and offers important opportunities for collaboration with First Nations on issues related to preservation and protection of the coastal and marine environment and sustainable aquaculture. These have been identified by several First Nations in the Trust Area as issues of priority importance for collaboration with Islands Trust, in light of First Nations' Section 35 rights and interests related to marine harvesting and shoreline areas of cultural and spiritual significance to Indigenous Peoples.

OTHER: None.

3 **RELEVANT POLICY(S):** Islands Trust Policy Statement Bylaw No. 17 contains several policies related to aquaculture in Section 4.5.

4 **ATTACHMENT:**
1. Shellfish Aquaculture Management Advisory Committee Terms Of Reference

---

RESPONSE OPTIONS

Recommendation: That Trust Council recommend to Fisheries and Oceans Canada (DFO) that Trustee A (*to be determined by Trust Council)* be appointed as Trust Council's representative to the DFO Shellfish Aquaculture Management Advisory Committee and that Trustee B *(to be determined by Trust Council)* be identified as an alternate attendee.

Alternative: That Trust Council not recommend any representatives to sit on the DFO Shellfish Aquaculture Management Advisory Committee this term.

Prepared By:	Dilani Hippola, Senior Policy Advisor, Trust Area Services
Reviewed By/Date:	Clare Frater, Director, Trust Area Services / November 21, 2022

SHELLFISH AQUACULTURE MANAGEMENT ADVISORY COMMITTEE (AMAC) TERMS OF REFERENCE (TOR)

Preamble

This 'Terms of Reference' document dated April 25, 2022 was adopted on April 25, 2022 by committee members and replaces all previous versions.

Background

The shellfish Aquaculture Management Advisory Committee (AMAC) was established by Fisheries and Oceans Canada (DFO) Pacific Region to provide advice to the Department and make recommendations related to planning, policy and operational decisions for aquaculture management in British Columbia. This process is designed to be stream-lined, representative, and cross-sectoral.

Purpose of Aquaculture Management Advisory Committees (AMAC)

AMACs are the mechanism which bring together a range of interests related to aquaculture to provide coordinated analysis and advice to DFO with regard to aquaculture in British Columbia. AMACs provide a venue for discussion and dialogue, both between and among industry, First Nations, environmental non-governmental organizations, and local/provincial and federal governments. This advice will play an important role in DFO's ongoing development of the shellfish Integrated Management of Aquaculture Plans (IMAP) and management decision-making. Consistent with advisory committee processes established to support other fisheries, AMACs provide a transparent opportunity for all interested groups to better understand and participate in the planning and management cycle for aquaculture.

DFO also supports bilateral processes with First Nations and the aquaculture industry. It is envisioned that these processes will complement, inform and support work being done within the AMACs, and allow for more targeted discussions to identify and address specific issues. DFO also participates in other bilateral processes already in place in the Pacific Region with environmental non-governmental organization groups, recreational fishing advisory boards and commercial fishing industry advisory boards.

Consistent with legal obligations related to consultation and accommodation, DFO undertakes First Nations consultations outside of the AMAC process. Dealings with respect to consultation on Rights and Title as it relates to aquaculture licensing and management take place directly between DFO and local communities/Nations, outside of the aquaculture advisory processes.

AMAC Goal and Objectives

The goal of the AMAC is to provide regular and ongoing advice to DFO on the management of aquaculture in British Columbia. AMACs are one tool that government uses to make decisions related to aquaculture management, and are the main venue for external stakeholders and aggregate First Nations groups to provide input into the management cycle.

AMACs serve as a vehicle to strengthen the management of aquaculture in British Columbia, through the following draft objectives:

- Set out, according to a determined planning cycle, key management issues and associated plans (set objectives, implementation, measure progress, evaluate) for the IMAP;

- Provide input and advice to DFO regarding aquaculture policies, the development of area and ecosystem-based planning processes, and general Conditions of Licence;
- Serve as a forum for collaborative dialogue and work aimed at improving Canada's management of aquaculture and performance of the industry from both and environmental and economic standpoint; and;
- Provide general advice to DFO on the overall management of aquaculture, which reflects a variety of perspectives from key groups.

Guiding Principles

In general, DFO advisory processes operate according to an accepted set of principles, designed to guide participation of the parties in the advisory committee process. Drawing on many decades of experience, and with reference to other policies and processes, DFO provides the following principles to guide discussion and decisions on how AMACs are structured and will operate:

- Environmental and Social Sustainability
  - Participants will work to increase their individual and collective knowledge about the aquaculture industry and its possible impacts on the environment. The committee members will provide input to the process which seeks to ensure sustainable aquatic ecosystems, while recognizing that the activity of aquaculture and the success of the industry economically is broadly beneficial to the people of Canada.

- Respect for Process:
  - All participants will respect the terms of reference established for the role and conduct of advisory structures in general and this advisory committee in particular. The AMAC is not intended to duplicate or interfere with any other consultation process within DFO. The department should refer stakeholders and other outside parties who offer unsolicited recommendations and advice outside of the established process to the appropriate advisory body contact. DFO will inform the AMAC of any unsolicited advice it receives.

- Transparent:
  - There should be transparency throughout the process based on open lines of communication and the provision of timely, accurate, accessible, clear and objective information by both the department and participants. This information will be available to all participants in the process on an equal basis. Organizers will provide access to agendas and information needed as a starting point for an informed discussion well in advance of the meetings. In addition, this information and meeting summary notes will be made available to the public to ensure accountability to all Canadians.

- Accountable:
  - Participants who are representatives of a constituency are expected to bring to the discussions the general views, knowledge and experience of those they represent, and bring back an awareness and understanding to their constituencies about deliberations of the consultation activity and reasons for decisions taken. All participants share accountability for explaining how their input/advice was used and why and how decisions are taken.

- Broad Representation:
  - Representation on the advisory committee should relate to the mandate and function of the committee. Participation in advisory committees should reflect a broad range of

interests in aquaculture issues in Pacific Region, so that to the extent possible, a diversity of perspectives are engaged.

- Respectful participation:
  - Participation in the advisory committee process involves responsibilities. Members participate in good faith. Members of the advisory committee will establish an operating environment that promotes and supports civil and productive discussions.

- Effective:
  - All participants should be satisfied that the process can achieve the objectives of the committee. The process will not force consensus, but will seek consensus where possible through the collaboration of participants. This does not mean that participants will always agree with the final advice, outcome, or recommendation. Where there is disagreement, or conflicting opinion with respect to the work of the committee, these variations in opinion will be captured in the meeting notes. The process must be cost-effective, and set out and respect realistic timeframes.

Management Cycle

The timing of the management cycle for IMAP will relate to the timeframe for required decision-making. Issues include the frequency of required science and policy reviews, and the length of aquaculture licences and related need for review of conditions of licence. AMAC meetings are expected to take place in the spring and fall of each year.

Committee Composition

DFO's objective is that AMACs will be moderate in size, and comprised of a range of interests that would work together within the committee structure to advise DFO on matters related to aquaculture. Groups with interests peripheral to aquaculture, who have established linkages to DFO through other established processes, may link to the AMACs through a designated DFO aquaculture staff liaison. Non-members may also be invited to participate in specific meetings of the AMAC, either as observers or guests.

Membership and Participation

Aquaculture industry	7 seats
First Nations	7 seats
Environmental Organizations	3 seats
Aquaculture Associations	1-2 seats
Local Government	2 seats
TOTAL:	20-21 seats

The Government of Canada and the Government of British Columbia will participate in the process of the committee, providing ex-officio representatives as required, but will not have appointed seats on the committee, which is expected to provide advice and recommendations to government. The DFO Director, Aquaculture Management, will act as Chair for AMAC while the Secretariat role will be provided by the DFO Aquaculture Engagement Coordinator.

In addition to the regular participants, ex-officio representatives or committee members may wish to invite guests or observers to participate in the process. This may include other government departments with jurisdictions related to aquaculture, or other interest groups without seats on the Committee.

Meetings of the AMAC will be open to general observers, but only appointed members, invited guests, and governmental staff will be able to actively participate in meetings.

The AMAC will link with other processes, for example those where DFO works directly with industry or First Nations. These processes will continue to be part of the ongoing dialogue between DFO, and various partners related to aquaculture and may help limit the need for extensive representation on the advisory committee. Items that are shared in these processes may be shared at the AMAC.

Alternates

Each of the participating organizations can identify alternate members for each sitting AMAC member, or for a group of members. Only these alternates will replace members, should they be unable to attend a meeting.

Committee Appointments

Selection of Committee Members

The following selection method will be used to appoint members to the AMAC process:

- An organization approaches DFO with a nomination for membership;
- DFO assesses a nomination against the selection requirements for a given nomination category (described below);
- DFO selects and appoints the most suitable or qualified nominees presented during the nomination cycle;
- If a member resigns as a member, loses the support of their nominating organization, or is absent for at least two consecutive meetings, DFO may initiate a new selection process.

Selection Requirements

Aquaculture industry
Appointees from the aquaculture industry shall represent an active shellfish aquaculture operation, with an active DFO shellfish aquaculture licence. DFO will aim to appoint representatives from a diversity of shellfish operations and locations. Nominees shall be valid licence holders, or their authorized representative as recorded in the National Online Licensing System.

First Nations
Appointees representing First Nations shall be from Coastal British Columbia First Nations communities; or First Nation-owned or operated shellfish aquaculture facilities with an active DFO shellfish aquaculture licence. DFO will aim to appoint representatives from a diversity of locations.

Environmental Organizations
Appointees from environmental organizations will represent coast-wide or regional environmental groups.

Aquaculture Associations

Appointees from aquaculture organizations will be representatives from the BC Shellfish Growers' Association, the Aboriginal Aquaculture Association and other organizations representing shellfish aquaculture industry interests.

Regional Districts

Regional district representatives will be named by the Union of BC Municipalities, who take one recommendation from each of the Association of Vancouver Island and Coastal Communities and the North Coast Local Government Association.

Term of Members

Each member or alternate will serve at the pleasure of the nominating host organization. The normal duration of an appointment will be three years, but if a member resigns or loses the support of their nominating organization a term may be shorter than three years. Decisions of this nature should take place through discussions between the nominating organization and DFO. DFO will remind committee members of their term end date approximately six (6) months in advance.

Prolonged Absence

Committee member attendance is recorded for each meeting. If a member of the committee (or their designated alternate) misses two consecutive regular meetings, the member is deemed to have vacated the seat on the committee unless the member has been excused and this is entered in the minutes. A member wishing to be excused, should contact DFO AMAC Secretariat one month in advance of the meeting for consideration. A report summarizing attendance of all current committee members at AMAC meetings held during the previous calendar year is available to the Committee upon request.

Ad Hoc Working Groups/ Subcommittees

The AMAC may convene ad-hoc working groups or subcommittees comprised of members, alternates, and other persons whose perspectives it may determine are required. In all circumstances where the AMAC agrees that a working group or subcommittee is to be instituted, the Committee will develop a written implementation plan, including a timeline for the working group that details the task to be undertaken and the reporting requirement. All working groups or subcommittees must appoint one active member to act as lead and report out to AMAC members as required.

Selection of a Facilitator

The AMAC will be facilitated by a person that has the capacity and skills to manage the process. This person will not be required to fill another function related to the committee simultaneously and will not participate in content discussions. The facilitator may be a DFO representative, a member of the AMAC, or an independent individual. DFO will engage the members of the committee in process of selecting the facilitator.

Roles and Responsibilities

In terms of the functioning of the Committee, the AMAC will:

I. Conduct meetings consistent with its Terms of Reference;
II. Establish an annual meeting plan consisting of a schedule of meetings and anticipated agenda items;
III. Develop feedback (advice and/or recommendations) relating to the management framework for aquaculture in British Columbia, including the development of the shellfish Integrated Management of Aquaculture Plan (IMAP), taking into account departmental priorities, the views of the interests represented on the committee, and supporting data and documentation where possible;
IV. Provide advice to DFO;
V. Fully explore all matters on its agenda in a manner that seeks to understand the interests of all concerned. The committee will seek, but not force consensus, and if it becomes apparent to the facilitator that further dialogue on a specific issue is not productive, the varying opinions of committee members will be recorded, and discussion will move forward;
VI. Review and provide feedback on records of meetings within a limited time frame and accept those records of meetings before the records are made publicly available; and;
VII. Review its Terms of Reference and engage in an evaluation at the completion of every two years.

AMAC Members will:

I. Clearly articulate the interest and concerns of their interest group and incorporate them into the committee's discussions;
II. Contribute to clarifying perspectives and concerns in all discussions by listening carefully, asking pertinent questions, and educating themselves regarding the interests of other members whether or not they are in agreement with them;
III. Encourage and allow members to test tentative ideas and exploratory suggestions without prejudice to future discussions;
IV. Keep their constituencies informed of the role of the advisory committee;
V. Obtain the input and guidance of their constituencies on the issues of discussion at meetings;
VI. Encourage the engagement of their constituencies in dialogue which will contribute to the discussions at the committee table;
VII. Represent information, views and outcomes of committee discussions accurately and appropriately, and;
VIII. Share responsibility for the success of the committee.

DFO will:

I. Act as meeting Chair (Director, Aquaculture Management) and be responsible for meeting outcomes and work products;
II. Respect the process by referring stakeholders and other outside parties who offer unsolicited advice outside of the process to the appropriate advisory committee contact;
III. Respect the process by directing any unsolicited advice to the appropriate committee members;
IV. Respect the process by informing the committee of any unsolicited advice it receives;

V. Provide logistical support for scheduling, preparing agendas, securing facilities, copying materials, managing discussions, and drafting summary minutes of the advisory committee meetings;
VI. Present information to the committee that enables it to engage in informed discussions on issues for which DFO is currently seeking advice, or that the advisory committee has included on its agenda;
VII. Identify when issues are impacting upon DFO's legislative, policy, or program mandates;
VIII. Communicate the outcomes of the advisory committee deliberations, including both common positions, and diverging perspectives, to other staff, other programs, and senior managers as appropriate; and;
IX. Provide updates on how the department responds to the advice received during advisory committee meetings in a timely, open, and transparent manner that outlined the rationale for the department's response.

The Province of BC will:

I. Respect the process by referring stakeholders and other outside parties who offer recommendations and advice outside of the established process to the appropriate advisory body contact;
II. Identify when issues are impacting on the province's legislative, policy or program mandates;
III. Communicate the outcomes of the advisory committee deliberations throughout the provincial ministries; and;
IV. Respond to questions and requests for information arising from the deliberations of the advisory committee in a timely manner.

The process facilitator will:

I. Be responsible for the process and flow of meetings.
II. Manage the process consistent with the Terms of Reference and agreed upon agenda; promote interactive dialogue, and enable all perspectives to be heard within the constraints of the time available;
III. Support bringing issues to closure by ensuring that there is clarity on the topics being discussed, a summation of the advice and recommendations of the committee, and acknowledgement of any outstanding issues or concerns;
IV. Identify areas where there are conflicts and support processes through which those conflicts can be addressed; and;
V. Prior to the conclusion of every meeting, engage the members in the identification of agenda items and scheduling for the next meeting of the committee.

ISLANDS TRUST

FINANCIAL PLANNING COMMITTEE WORK PROGRAM

Priority	Activity	Received Date	Target Date	Responsibility
1st Priority High Level	**Description:** Budget 2023/24: Draft 2 Review **Activity:** Review Draft 2, version 1 of the 2023/24 budget on January 2023 Review Draft 2, version 2 of the 2023/24 budget on February 2023	25-Nov-2022	31-Mar-2023	
2nd Priority Medium Level	**Description:** Budget 2023/24 Public Consultation: Planning **Activity:** Discussion of the Public Consultation plan begins at FPC's August meeting each year. Review of planned consultation materials and engagement platforms will continue at FPC's January meeting prior to consultation initiation that same month.	01-Jun-2022	01-Jan-2023	
3rd Priority Low Level	**Description:** Financial Policy Review **Activity:** Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC : • 6.5.2 Budget Control and Adjustment Authority (EC directed) • 6.3.2 Special Property Tax Requisitions (TC directed) • 7.2.1 Trustee Remuneration (FPC directed)	16-Feb-2022	15-Jun-2023	

Islands Trust

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 6, 2022

From: Nancy Roggers, Finance Officer **Date Prepared:** November 4, 2022

SUBJECT: **Q2 FINANCIAL REPORT TO SEPTEMBER 30, 2022**

RECOMMENDATION:
That Trust Council approve the September 30, 2022 Financial Report as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The second quarter financial report indicates that Islands Trust is generally following the financial plan for 2022/23.

1 PURPOSE:
To summarize the findings of the September 30, 2022 second quarter financial report.

2 BACKGROUND:
Islands Trust *Policy 2.3.3 Financial Planning Committee Terms of Reference* requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and forwarded to Trust Council as part of this requirement.

Financial Report Findings
The benchmark for non-tax revenue sources and operational expenditures after six months of operations can be estimated at 50% of the annual budget.

As at September 30, 2022 Islands Trust has consumed a net 47% of the annual approved budget which is slightly below benchmark for this time of year. Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 50% benchmark set (where significance is determined as more or less than 10%, and more or less than $5,000) are discussed in this report.

Revenues
Total revenue is almost at 100% of budget as the Islands Trust's primary source of revenue, property taxes and levies, are received in full in the second quarter of the year. Individual sources of revenue are reported as follows:

- Provincial Grant - Unrestricted has been received in full with an additional amount of $48,000 received as a one-time additional contribution to local governments and Islands Trust by the Provincial government.

- Federal and Provincial Grants – Restricted revenue is reported at 48% of budget received to September 30, 2022. This aligns closely to benchmark expectation of 50%. As work funded by grants is completed throughout the course of the year, additional grants funds will be recognized into revenue.

- The General property tax levy, Special property tax levy, and Municipal property tax levy were all fully received in quarter two as per historical and usual timelines.

- Investment Income was higher than the benchmark by $45,724 due to increased interest rates over what was planned for in the approved budget.

Expenses by Service Area

Council Services

Council Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. These expenses are reported at 41% of budget spent, lower than the 50% benchmark by $138,000 (9%). Individual expense lines within Council services that deviate from benchmark are as follows:

- Trust Council costs are comprised of the TC and TC committee meetings; elections and by-elections; portion of insurance attributed to TC activities; portion of legal expenditures attributed to TC legal advice; training specific to TC, governance management and operations review, and the TC portion of trustee remuneration and benefits. Total Trust Council spending to date is $140,000 (30% of budget), which is lower than the 50% benchmark by $90,600 (20%). This is due to costs budgeted for in-person Trust Council meetings and trustee elections taking place in the latter part of the year.

- Trust Area Services (TAS) costs are comprised of History and Heritage funding grants in aid, communications, legal services related to TAS projects, subscriptions, TAS team memberships, TAS projects such as the policy statement review, secretariat function, stewardship education, and reconciliation action plan, all mobile devices, salaries and benefits, training, and travel costs associated with TAS staff. Total TAS spending to September 30, 2022 is $266,600 (43% of budget), lower than the 50% benchmark by $44,000 (7%). This is due primarily to unspent funds related to the secretariat function and stewardship education which is planned for latter parts of the year, as well as reconciliation action plan funds that remain unspent with the vacancy of the Senior Intergovernmental Policy Advisor. This staff vacancy as well as a vacancy in the Communications Specialist role have also meant lower than planned spending in TAS salaries.

Local Trust Committee (LTC) Services

LTC Services expenses include costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; and bylaw enforcement; as well as an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $3.1M (47% of budget) which is lower than the 50% benchmark by $194,000 (3%). Individual expense lines within LTC services that deviate from benchmark are as follows:

- Planning projects costs are comprised of all LTC projects, housing initiatives, groundwater recharge mapping, heritage overlap mapping, work associated with the Local Government Development Approvals program as well as the work of the SSI LTC project related to Watershed Protection Alliances (SSIWPA). Planning projects report at $312,000 (39% of budget), which is less than the 50% benchmark by $90,400 (11%). This underspending is due primarily to a combination of financial performance on the following projects:

1. Weston Lake: Work on this project was completed in quarter one, as such the budget for this work is 91% spent.
2. Housing Initiatives: These project funds ($5,000) remain entirely unspent due to this work schedule for quarter four.
3. Groundwater Recharge Mapping: This project is only 25% spent at the half way mark in the year due to delays getting started in the fiscal year. Plans to complete this work in the second half of the year are underway.
4. Heritage Overlay Mapping: The $74,000 budget for this project remains unspent. This project will not advance during this fiscal year due to vacancy in the Senior Intergovernmental Policy Advisor position which oversees this work.
5. Local Government Development Approvals Program: This project is 41% complete at the half way mark in the year, resulting in underspending against the 50% benchmark of $34,840 (9%). This project has experienced delays with the contractor and as such more work will be completed in later portions of the year, and in next fiscal year.

- Planning staff costs include any contract human resources associated with planning work, and planning staff salaries, benefits, training, and travel costs. Spending to September 30, 2022 is reported at $1.3M, (44% of budget) which is below the 50% benchmark by $171,000 (6%). This is primarily due to underspending in contracted services planned for the fiscal year to work on planning process improvements. Spending of these funds is planned for third and fourth quarters of the year now that the new Director of Planning Services has been hired and can oversee the work.

Islands Trust Conservancy (ITC) Services

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. Inclusive of the general admin allocation, these expenses were higher than the 50% benchmark by $9,200 (1%). Individual expense lines within ITC services that deviate from benchmark are as follows:

- Conservancy staff and associated costs include communications, ITC contracted human resources, ecosystem mapping, legal services attributed to ITC work, memberships, subscriptions, mobile devices, staff salaries and benefits, training, and travel costs. This budget area is reported at $383,000 which is 54% of budget, higher than the 50% benchmark by $27,000 (4%). This is due to increased staff travel and overtime associated with Species at Risk programming and fieldwork that takes place primarily in the warmer months of the year.

- Property Management costs include ITC property management expenses, ITC conservation planning and land securement expenses. Property management expenses are reported at $43,000 (26% of budget), which is lower than the 50% benchmark by $39,000 (24%). This is due primarily to some property management work that was delayed in the year due to a slow start to the Spring season.

General Administration

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three service areas of the Trust (Council, LTC, and ITC) based on their relative dollar magnitudes for the period. In aggregate these expenses are reported at $1.1M (54% of budget), which is higher than the 50% benchmark by $77,000 (4%).Individual expense lines within general administration that deviate from benchmark are as follows:

- Administrative Services costs include all contracted human resources to backfill administrative staffing, staff salaries, benefits, training, and travel costs. These costs are reported at $280,000 (57% of budget) which is higher than the 50% benchmark by $33,000 (7%). This is due to staff on paid extended leave whose position was backfilled with a temporary full-time hire for three months of the year.

- Office Operations costs include costs for audit fees, bank charges, internet, payroll processing, insurance, portion of office rent and services contributed to the general admin area, postage and courier, recruitment costs, stationery and supplies, telephone, mobile devices, organization-wide training, and all staff meetings and recognition. Office operations costs are reported at $129,000 (40% of budget) which is less than the 50% benchmark by $34,000 (10%). This underspending is due primarily to unspent contract services funds and audit fees which will be incurred in the latter portion of the year.

- Information Systems costs include all software support and licensing, technical support, meeting streaming services, mobile devices salaries, benefits, training, and travel costs associated with information systems staff. These costs are higher than benchmark by $41,000 (7%) due to staff overtime and unused leave balances that have increased in the year.

- Computer/Furniture and Equipment costs include all hardware, software and furniture and equipment. these costs are reported at $81,000 (104% of budget) which is $3,000 over the full budget for the year. This is due to additional purchases of new trustee laptops over and above what was budgeted for.

Consolidated Expenses by Object

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, September 30, 2022 expenses by object are shown as follows:

Object	2022/23 Approved Budget	Actuals to 6/30/2022	% of Budget Consumed
Staff Salaries and benefits	5,461,757	2,642,157	48%
Office Operations	1,031,150	545,886	53%
Council and trustee costs	882,054	417,669	47%
Elections	141,000	11,577	8%
Programs	1,244,230	426,689	34%
Legal - General	48,784	28,475	58%
Legal - Bylaw Enforcement	80,795	34,949	43%
Legal - Litigation	85,551	46,560	54%
Legal - Statutory Notices	17,850	6,236	35%
Travel/training and recruitment	141,187	89,103	63%
Subtotal	9,134,358	4,249,299	47%
Amortization	168,000	79,772	47%
Total Expenses	9,302,358	4,329,072	47%

Staff salaries and benefits costs are less than benchmark due to staff vacancies for the Senior Intergovernmental Policy Advisor for both quarters, the Director of Planning Services in quarter two, and planner 1 and planner 2 positions in the Salt Spring Island office for both quarters.

Office Operations costs are lower than benchmark due to timing of expenses incurred in this budget line. In particular, costs associated with the annual audit and with contracted services will incur in the latter portion of the year.

Information Services costs are slightly higher than benchmark due to higher costs associated with the purchase of laptops for newly elected officials. Additional spending in this area was reported to and approved by Executive Committee when identified as a need.

Council and trustee costs are slightly less than the benchmark due to more Trust Council meeting costs planned for the second portion of the year versus the earlier.

Elections costs are primarily incurred at the time of elections, which occurs in the third quarter of the year.

Programs costs are less than the benchmark due to delays in strategic plan and LTC projects, where expenditures are expected to occur in third and fourth quarters of the year. The heritage overlay mapping project with a budget of $74,000 in the current year budget will not be advanced in the year due to vacancy in the Senior Intergovernmental Policy Advisor position. This also creates underspending in this area.

Legal expenses overall for general, bylaw, litigation and statutory notices are tracking as expected at 50% of budget spent.

Traveling/training and recruitment costs are above benchmark due to increased staff travel for ITC property management activities in quarter one, increased planning staff travel for public hearings and community information meetings. These meetings were pushed forward for completion prior to trustee elections. Additional costs are also being incurred for staff training as catch-up takes place after two years of reduced training due to the ongoing pandemic.

Amortization expense is tracking as expected.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to September 30, 2022 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff at Islands Trust and Islands Trust Conservancy will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Policy 2.3.3 Financial Planning Committee Terms of Reference
Bylaw No. 185, Islands Trust Financial Plan Bylaw, 2022-2023

5 ATTACHMENT(S):

September 30, 2022 Financial Report

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the September 30, 2022 Financial Report as presented.

Alternative: None.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Director, Administrative Services/November 21, 2022

Islands Trust
Detailed Statement of Operations
For The 6 Months Ending September 30, 2022

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

Description	Approved Budget	YTD Actual	*% of budget received/*
Revenue:			
Fees & Sales	264,724	**96,636**	*37%*
Provincial Grant - Unrestricted	180,000	**228,000**	*127%*
Federal and Provincial Grants - Restricted	580,500	**279,106**	*48%*
General Property Tax Levy - All LTAs	7,309,863	**7,309,863**	*100%*
Special Property Tax Requisition - SSI LTA	60,000	**60,000**	*100%*
Municipal Property Tax Levy - Bowen Island Municipality	323,769	**323,769**	*100%*
Investment Income + Other Income	20,001	**55,724**	*279%*
Total Revenue	8,738,857	**8,353,098**	*96%*
Trust Council Expenses			
Trust Council	461,562	**140,188**	*30%*
Executive Committee	107,872	**59,870**	*56%*
Trust Area Services	621,118	**266,610**	*43%*
General Admin Allocation - 14%	339,254	**160,608**	*47%*
Total Council Expenses	1,529,806	**627,276**	*41%*
Local Trust Committee Services			
Local Trust Committees	767,575	**381,200**	*50%*
Projects **(Note 1)**	804,800	**312,041**	*39%*
Planning Staff	2,858,258	**1,257,681**	*44%*
LPS Facilities	361,889	**187,417**	*52%*
Bylaw Enforcement	371,410	**185,847**	*50%*
General Admin Allocation - 72%	1,471,492	**799,890**	*54%*
Total Local Trust Committee Services Expenses	6,635,424	**3,124,077**	*47%*
Trust Conservancy			
Board	9,625	**4,077**	*42%*
Conservancy Staff and Associated Costs	710,999	**382,561**	*54%*
Property Management	164,330	**43,162**	*26%*
General Admin Allocation - 13%	252,173	**147,919**	*59%*
Total Trust Conservancy Expenses	1,137,127	**577,719**	*51%*
General Administration			
Executive Management	432,337	**215,749**	*50%*
Administrative Services	493,394	**279,965**	*57%*
Office Operations	326,855	**129,366**	*40%*
Information Systems	564,634	**322,893**	*57%*
Computer/Furniture & Equipment	77,700	**80,671**	*104%*
Amortization Expense	168,000	**79,772**	*47%*
General Admin Recovery	(2,062,920)	**(1,108,417)**	*54%*
Net General Administration Expenses	-	**0**	
Total Expenses	9,302,357	**4,329,072**	*47%*
YTD Surplus (Shortfall)	(563,500)	**4,024,027**	
Amortization Adjustment	(168,000)	**n/a**	
Capital adjustment	n/a	**77,783**	
Adjusted surplus (shortfall)	(395,500)	**4,101,810**	

Variances > +/- 10% include explanations

Description	Approved Budget	YTD Actual	*% of budget received/*
Transfer from (to) General Revenue Surplus Fund	183,500	**(4,183,157)**	
Transfer from (to) LTC Project Reserve Fund	143,600	**64,832**	
Transfer from (to) Special Tax Requisition Fund	68,400	**16,516**	
	395,500	**(4,101,810)**	
Net Balance	-	-	

Note 1:

Projects made up of:			
SSIWPA - Coordination	60,000	**29,722**	50%
SSIWPA - Weston Lake	30,000	**27,294**	91%
SSIWPA - Water Protection Plan	38,400	**19,500**	51%
LTC Projects - allocated budget funds	143,600	**64,832**	45%
Housing Initiatives	5,000	**-**	0%
Groundwater Recharge Mapping	86,800	**22,034**	25%
Heritage Overlay Mapping	74,000	**-**	0%
LG Development Approvals Program	367,000	**148,660**	41%
TOTAL	804,800	**312,041**	39%

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 6, 2022
From:	Nancy Roggers, Finance Officer	**Date Prepared:**	November 10, 2022
SUBJECT:	**FINANCIAL FORECAST AS AT SEPTEMBER 30, 2022**		

PURPOSE:
To provide Financial Planning Committee with an overview of forecasted financial performance to the end of the current fiscal year, to support their responsibility for financial management oversight.

Historically, FPC has forwarded financial forecasts to Trust Council for their information. If FPC wishes to forward this report, a resolution to do so must be made.

BACKGROUND:
The forecasted financial results for March 31, 2023 have been prepared based on actual financial performance to September 30, 2022 plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	ANNUAL BUDGET	YTD ACTUALS AT SEPTEMBER 30, 2022	FORECAST TO MARCH 31, 2023	*FORECAST OVER (UNDER) BUDGET*
TOTAL REVENUE	8,738,857	8,353,098	8,784,821	*45,964*
OPERATING EXPENSES	8,303,357	3,889,764	8,173,381	*(129,976)*
CAPITAL	77,700	80,671	90,100	*12,400*
PROJECTS	921,300	358,636	714,340	*(206,960)*
TOTAL EXPENDITURES	9,302,357	4,329,072	8,977,821	*(324,536)*
SURPLUS (SHORTFALL)	**(563,500)**	**4,024,026**	**(193,000)**	***370,500***
Funded by:				
Amounts invested in TCA, adjustment	168,000	80,671	90,100	*(77,900)*
Transfer from (to) Gen Rev Surplus Fund	183,500	(4,186,045)	(116,640)	*(300,140)*
Transfer from (to) LTC Project Reserve Fund	143,600	64,832	153,840	*10,240*
Transfer from (to) Spec. Prop Tax Reserve Fund	68,400	16,516	65,700	*(2,700)*
Net unfunded	-	**(0)**	-	-

The forecast to March 31, 2023 reflects a projected shortfall of $193,000 which is less than the budgeted shortfall of $563,500. Revenue is forecasted at higher than budgeted due to additional provincial grants and increased interest income associated with rising interest rates.
Operating expenses are forecasted to be lower than budgeted as a result of salaries unspent due to staff vacancies. Unspent salaries are partially offset due to higher than budgeted BC Government Employees Union

(BCGEU) agreement increases for union staff as well as higher than budgeted increases for excluded staff (management and CAO).

Capital spending is forecasted higher than budgeted due to increased spending on new trustee laptops, approved by Executive Committee earlier in the year.

Project spending is forecasted lower than budget due to delays in projects, or projects not moving forward at all in the year primarily as a result of vacancies in staff positions where that staff person would normally take on the project work/oversight.

An explanation of the significant revenue and expenditure areas contributing to this variance are as follows (where significance is determined as greater than or less than 10% from budget, and greater than or less than $5,000 from budget).

REVENUES
Revenues are forecasted to come in at a net $46,000 higher than budgeted due to:

- Fees & Sales – forecasted to be $49,000 (19%) under budget due to lower than anticipated application volumes estimated to be received in the year, as well as a few LTCs who adopted new fees later than anticipated, or have not yet adopted new fees.

- Federal Grant Income – forecasted to be $25,000 (12%) higher than budget due to $25,000 in additional grant funds received as part of the ITC's Species at Risk programming.

- Interest Income – forecasted to be $140,000 (700%) higher than budget due to increased interest rates on guaranteed investment certificates. Budget estimate was based on very low interest rates that were in place in the previous fiscal year, which have now rebounded significantly.

- Provincial Grant Income, Annual Grant – forecasted to be $48,000 (27%) higher than budget due to additional funding received from the Provincial Government in April 2022.

- Provincial Grant Income Restricted – forecasted to be $7,300 (100%) higher than budget for grant funds received for the Denman Island LTC Farm Plan project. This grant income was not included in the budget as it was not reported that the project would move ahead in fiscal 2022/23.

- Provincial Grant Income Restricted, LGDAP – forecasted to be $125,000 (-34%) below budget to due to delays in project work anticipated in the fiscal year. These grant funds are recorded as revenue as eligible spending on the project is incurred. With delayed spending on the project, corresponding delays in recognising the revenue stream is seen.

EXPENDITURES:
Total expenditures are forecasted to be $325,000 under budget.

Significant areas of under spending and overspending include:

- Amortization – forecasted to be above budget of $37,000 (22%) due to software purchases associated with the Local Government Development Application Approvals program that were not included in budgeted amortization.

- History and heritage funding grants in aid – forecasted overspending of $7,000 (175%) due to a higher number of applications received and approved by EC than anticipated.

- Communications – forecasted overspending of $8,500 (14%) due to higher than anticipated costs relating to the formulation and infographics for communications products related to census results. Additional overspending in this areas for Islands Trust Conservancy communications are funded by additional grant funding received for the Species at Risk program.

- Meeting Streaming Services – forecasted overspending of $15,000 (100%) due to a renewed service contract for streaming public meetings of Islands Trust and the Islands Trust conservancy. In previous years this was treated as a trial product, but as the function has been embraced, this is now a standing operational item.

- ITC Property Management – forecasted overspending of $20,000 (15%) due to additional grant funding received for the Species at Risk program.

- ITC Ecosystem Mapping – forecasted underspending of $18,000 (-100%). This work is now planned to be performed in-house by staff, and as such this amount will remain underspent, with an equal offsetting overspending in ITC staff salaries to pay for a co-op student to undertake this work.

- LTC Trustee Accounts – forecasted underspending totaling $6,200 (-16%) on LTC accounts for trustee expenses, LTC meeting expenses, APC meeting expenses and special projects due to underspending for APC meetings and special projects by LTCs primarily due to less APC meetings than anticipated and less special projects undertaken prior to the end of the term.

- Notices (Statutory & Non Statutory) – forecasted overspending totaling $4,200 (24%) due to increased volumes of notices required for public hearings and community information meetings for projects completed pushed to completion before the end of the term.

- Recruitment – forecasted overspending totaling $2,000 (33%) due to a higher than anticipated number of job posting advertisements to fill staff vacancies.

- Office Rent – forecasted overspending totaling $6,500 (2%) due to increases in Victoria office lease costs caused by higher insurance premiums paid by landlord that are passed to Islands Trust, higher than budgeted costs for the Northern office where the lease was renewed at higher rates then planned, and trustee on-island offices that incurred costs for three months of the year due to termination clauses in leases.

- Salaries and Benefits – forecasted underspending totaling $231,600 (10%) due to the following factors:

    - Forecasted overspending due to a BC General Employee Union (BCGEU) increase, budgeted at 2% and included in this forecast for actual increases of 4%.

    - Forecasted underspending due to staff vacancies during the year including the Salt Spring Island Regional Planning Manager, Gabriola Island Regional Planning Manager, Director of Planning Services, Legislative Services Manager, Bylaw Enforcement Officer Positions, Senior Intergovernmental Policy Advisor and Island Planner, Planner 1 and Planner 2 positions in both Salt Spring and Northern offices.

    - Overspending in administrative services due to extended paid staff leaves, where temporary full-time staff were backfilling for absences.

- Mobile Devices – forecasted overspending totaling $9,500 (58%) due to the expiration of mobile plan discounts that were not captured in the budget.

- Travel for Training – forecasted overspending totaling $5,100 (32%) due to an increase in the amount of travel for training where staff have been restricted to only remote training for the past two years during the pandemic.

- Travel – forecasted overspending totalling $7,000 (12%) due to an increase in travel costs for Islands Trust Conservancy staff where water taxi costs have increased substantially since the budget was approved, as well as increased volumes of travel for bylaw enforcement staff during the summer months to enforce bylaws.

- Projects - forecasted underspending of $206,900 (-22%) due to the following factors where underspending has been offset by some overspending :

    - Underspending of $74,000 for the Heritage Overlay Mapping project which will not proceed this year due to a staff vacancy in the position scheduled to oversee the project.

    - Underspending of $125,000 for the Local Government Development Approvals Program grant where the work has been delayed and will take place next fiscal year.

    - Underspending of $7,500 for the Governance Management & Operations Review project where advancement on work has been delayed due to the end of the term and timing of forming the new Governance Committee.

    - Underspending of $8,000 for the Stewardship Education project where mailing costs for the 'Living in the Trust Area' mailing program due to more house sales in the region than anticipated at the time of budgeting.

    - Overspending of $10,000 in projects where advertisements/statutory notices for public hearings and community information meetings were higher than anticipated.

Other variances are not considered significant for the purposes of reporting.

CONCLUSIONS:
The approved spending budget for fiscal year ending March 31, 2023 is $9.3M. Current forecasted spending for the year is $9.0M, which is less than budget by approximately $325,000 (-3.5%).

The budget planned for a transfer from the surplus fund of $183,500. The current forecast estimates a contribution to the surplus fund of approximately $117,000, representative of underspending against budget.

Forecasted transfers from reserve funds are not significantly different to budget. The forecast expects a $10,000 additional transfer from the LTC project specific reserve fund and a reduced transfer from the SSI special property tax reserve fund of $2,700.

ATTACHMENT(S):

Q2 September 30 Financial Forecast

FOLLOW-UP: Forward to Trust Council for information.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Director, Administrative Services/November 21, 2022

ISLANDS TRUST
Q2 Forecast to March 31, 2023
As at September 30, 2022

Description	Annual Budget	YTD Actuals at Sep 30, 2022	Forecast to March 31, 2023	Forecast Over (Under) budget $	Forecast Over (Under) budget %
REVENUES					
Fees & Sales	264,724	96,636	**215,376**	*(49,348)*	*-19%*
Federal Grant Income R	213,500	123,133	**238,500**	*25,000*	*12%*
Provincial Grant Income Non R	180,000	228,000	**228,000**	*48,000*	*27%*
Provincial Grant Income R on LTC projects	-	7,314	**7,314**	*7,314*	*100%*
Provincial Grant Income R LGDAP	367,000	148,660	**242,000**	*(125,000)*	*-34%*
Property Tax Levy General	7,309,863	7,309,863	**7,309,863**	-	*0%*
Property Tax Levy - BIM	323,769	323,769	**323,769**	-	*0%*
Special Levy Property Tax Requisition	60,000	60,000	**60,000**	-	*0%*
Interest Income and Other Income	20,001	55,724	**160,000**	*139,999*	*700%*
Total Revenue	8,738,857	8,353,098	**8,784,821**	*45,964*	*1%*
EXPENSES					
Admin Cost Recovery	(2,062,920)	(1,108,417)	**(2,062,920)**	-	*0%*
Admin Support Services	2,062,919	1,108,417	**2,062,919**	-	*0%*
Amortization Expense	168,000	79,772	**205,000**	*37,000*	*22%*
Applications Sponsored by EC	4,000	-	**4,000**	-	*0%*
NAPTEP Applications Sponsored by EC	1,000	-	**1,000**	-	*0%*
History and Heritage Funding Grants in Aid	4,000	6,000	**11,000**	*7,000*	*175%*
Audit	20,000	330	**20,000**	-	*0%*
Bank Charges & Interest	4,000	1,127	**4,000**	-	*0%*
Board of Variance	1,200	1,331	**1,300**	*100*	*8%*
Committee Expense FPC	800	-	**800**	-	*0%*
Committee Expense RPC	800	295	**800**	-	
Committee Expense TPC	800	2,314	**4,600**	*3,800*	*475%*
Communications	61,291	10,822	**69,800**	*8,509*	*14%*
FN Protocol Funds	5,004	-	**2,500**	*(2,504)*	*-50%*
SW Support and Licensing	80,400	45,043	**80,400**	-	*0%*
Internet	47,800	23,814	**47,800**	-	*0%*
Technical Support	94,715	45,998	**94,700**	*(15)*	*0%*
Meeting Streaming Services	-	7,641	**15,000**	*15,000*	*100%*
Contract Services	140,600	22,988	**140,600**	-	*0%*
Elections	141,000	11,577	**141,000**	-	*0%*
Insurance	192,000	95,921	**190,200**	*(1,800)*	*-1%*
ITC "Board Honoraria"	6,600	1,550	**6,950**	*350*	*5%*
ITC "Board Meeting Expense"	1,425	1,044	**1,400**	*(25)*	*-2%*
ITC "Board Training & Conferences"	1,600	1,478	**1,600**	-	*0%*
ITC "Property Management"	137,780	35,474	**157,800**	*20,020*	*15%*
Conservation Planning & Land Securement	26,550	7,688	**26,550**	-	*0%*
ITC "Ecosystem Mapping"	18,000	-	**-**	*(18,000)*	*100%*
Land Title Registrations	-	1,901	**3,600**	*3,600*	
Legal "General"	48,784	28,475	**48,784**	-	*0%*
Legal "Bylaw Enforcement Litigation"	80,795	34,949	**80,787**	*(8)*	*0%*
Legal "Litigation Defence"	85,551	46,560	**85,551**	-	*0%*
LTC - Trustee Expense	4,501	908			
LTC "Executive Expense on LTC's"	12,000	7,454			
LTC Local Exp LTC Meeting Expenses	32,399	16,154	**57,300**	*(6,209)*	*-16%*
LTC Local Exp APC Meeting Expenses	4,860	1,915			
LTC Local Exp Communications	5,000	2,588			
LTC Local Exp Special Projects	4,749	62			
Meeting Expense	66,600	7,317	**69,800**	*3,200*	*5%*
Memberships	13,899	7,850	**14,500**	*601*	*4%*
Notices Statutory & Non Statutory	17,850	6,236	**22,100**	*4,250*	*24%*
Office Rent	394,500	209,523	**401,000**	*6,500*	*2%*

Office Services	61,000	22,594	**61,000**	-	0%
Postage & Courier	9,595	3,583	**7,200**	(2,395)	-25%
Recruitment	6,000	5,330	**8,000**	2,000	33%
Safety	5,000	2,732	**5,000**	-	0%
Salaries - Admin Staff	2,232,803	1,111,928			
Benefits - Admin Staff	567,132	281,620			
Salaries - Planners & RPMs	1,409,006	646,287			
Benefits Planners & RPMs	357,887	163,159	**5,230,100**	(231,657)	-10%
Salaries Planning Support	433,987	212,447			
Benefits Planning Support	110,232	53,609			
Salaries Bylaw	279,673	138,192			
Benefits Bylaw	71,037	34,915			
Stationary & Supplies	31,400	18,603	**31,400**	-	0%
Subscriptions	6,660	2,397	**6,060**	(600)	-9%
Telephone	12,100	6,392	**12,100**	-	0%
Mobile Devices	16,490	12,981	**26,000**	9,510	58%
Training "Organization Wide"	5,000	945	**5,000**	-	0%
Staff Meetings and Recognition	13,600	5,849	**13,600**	-	0%
Training & Conferences	43,425	17,800	**40,000**	(3,425)	-8%
Travel for Training	16,035	13,974	**21,200**	5,165	32%
Travel	57,127	45,205	**64,200**	7,073	12%
Trustee Remuneration	554,424	278,163	**556,300**	1,876	0%
Trustee Remuneration "CPP Expense"	20,177	10,584	**21,200**	1,023	5%
Trustee Remuneration Health/Dental Benefits	40,885	20,442	**40,900**	15	0%
Trustee Remuneration Pay In Lieu of Benefits	1,000	500	**1,000**	-	0%
Trustee Remuneration "Employer Health Tax"	9,141	5,434	**10,900**	1,759	19%
Trustee Remuneration "Executive on LTC's"	1,689	-	**-**	(1,689)	-100%
Operating Expenses Subtotal	8,303,357	3,889,764	**8,173,381**	(129,976)	-1.57%
CAPITAL					
Computer H/W & S/W	74,500	79,908	**84,900**	10,400	14%
Furniture and Equipment	3,200	763	**5,200**	2,000	63%
Capital Subtotal	77,700	80,671	**90,100**	12,400	16%
PROJECTS					
LTC Projects Funded by LTC Reserve Fund	143,600	64,832	**153,840**	10,240	7%
LTC Projects Funded by Special Requisition Surplus	68,400	46,794	**65,700**	(2,700)	-4%
LTA Work Funded by Special Requisition (SSIWPA)	60,000	29,722	**60,000**	-	0%
Strategic Plan Projects	275,800	68,629	**186,300**	(89,500)	-32%
Operational Projects	373,500	148,660	**248,500**	(125,000)	-33%
Projects Subtotal	921,300	358,636	**714,340**	(206,960)	-22%
Total Expenditures	9,302,357	4,329,072	**8,977,821**	(324,536)	-3.5%
Surplus (shortfall)	**(563,500)**	**4,024,026**	**(193,000)**	370,500	-65.7%
Funded by:					
Amounts invested in TCA, adjustment	168,000	80,671	**90,100**		
Transfer (to) from General Revenue Surplus Fund	183,500	(4,186,045)	**(116,640)**		
Transfer (to) from LTC Project Specific Reserve Fund	143,600	64,832	**153,840**		
Transfer (to) from Special Tax Requisition Fund	68,400	16,516	**65,700**		
Net Surplus (Shortfall)	-	(0)	-		

Islands Trust

December 2022 Islands Trust Council
2023/24 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's current draft of the 2023/24 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive feedback for amendments as needed;
- To provide an opportunity for questions, comments and recommendations from Trustees before the Financial Planning Committee develops a draft budget package for public comment in January.

Resources: **Financial Planning Committee**
Julia Mobbs, Director, Administrative Services (DAS)
Russ Hotsenpiller, Chief Administrative Officer (CAO)
Stefan Cermak, Director, Planning Services (DPS)
Clare Frater, Director, Trust Area Services (DTAS)
David Marlor, Director, Legislative Services (DLS)

WHAT	WHO
Introduction *(3 minutes)*	Chair, FPC
Comments *(2 minutes)*	Chief Administrative Officer

1. 2023/24 Proposed Budget Overview *(up to 30 minutes)*
Document References
• Budget Assumptions and Principles (BAP)
• Draft Budget Overview
• Draft Budget Detail
• Funding Requests Summary
  ○ Strategic Plan Initiatives
  ○ Committee Projects
  ○ Operational Initiatives
	Director, Administrative Services – general overview
	
	Senior Management Team – specific funding requests

Trustees Questions and Discussion *(remainder)*	Trustees
2. Special Property Tax Requisition • Review SSI LTC request for special property tax requisition	Director, Planning Services/ Chair, SSI LTC

NEXT STEPS:

- **January 2023**:
  - FPC meeting to review Draft 2, Version 1 of the budget and public consultation documents.
- **February 2023:**
  - Consultation with public on draft budget package.
  - FPC meeting to review Draft 2, Version 2 of the budget and results of budget public consultation.
- **March 20223**
  - Trust Council approval of a Budget Bylaw to be forwarded to the Minister by March 31

ISLANDS TRUST

2023/24 Draft Budget Assumptions and Principles

December 2022

Changes to this document since Trust Council's last review are in blue font.

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible manager and Director, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with local trust committees and identify top priorities and senior staff review project recommendations with Trust Council's committees and Executive Committee. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs, policy requirements and operational needs to ensure activities are appropriately funded. The Director of Administrative Services reviews the consolidated spending on behalf of the organization with respect to completeness and accuracy and compiles the detailed budget for the year. The draft budget detail is reviewed by the Islands Trust management team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
1	**Fees and Sales**	Budgeted fees revenue has historically been based on an average of previous years' actual revenues, adjusted for trends identified by the Director, Planning Services. In June 2021, Trust Council amended their Application Processing Services Policy 5.6.1 which includes a revised Model Fees Bylaw for consideration by LTCs. LTCs have adopted and implemented new Fees. LTCs have adopted new fees bylaws based on the revised model fees. Budgeted fees revenue for 2023/24 will be based on the following: - Estimated application volumes, by type and by local trust area based on fiscal 2022/23 volumes - Estimated application fees by type and by local trust area, as determined by Trust Council's revised model bylaw approved in June 2021.	Historical application volume levels seen in the two most recent fiscal years. Model Fees Bylaw as approved in Trust Council's Application Processing Services Policy 5.6.1. All LTCs except North Pender and Saturna have adopted new fees bylaws as of the date of budget drafting.

2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.	Prior year funding levels.
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. 1. In Fiscal 2021/22, Island Trust was awarded a grant of \$367,795 under the 2021 Local Government Development Approvals Program. Assume following spending schedule associated with this grant: F2021/22 - \$183,900 received, nil spent F2022/23 – Planned spending \$243,000 F2023/24 – Planned spending \$125,000 2. Indigenous Watersheds Initiative (IWI): \$38,000 received, assumed full amount to be spent in fiscal 2023/24. The planned spending in F2023/24 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.	Signed grant agreements between: 1. Islands Trust and Province of BC: Local Government Development Approvals Program (LGDAP) 2. Islands Trust and Province of BC: Indigenous Watersheds Initiative Other grants as identified and approved.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. In May 2022, Environment and Climate Change Canada (ECCC) extended their funding agreement with the ITC for their continued work related to protection of Species at Risk in the Trust Area. The new agreement totals \$668,000 in funding over the next 3 fiscal years to March 31, 2026. Of the total funding awarded, \$220,000 relates to work to be performed in fiscal 2023/24. This amount is recognised as revenue in the draft budget, along with the related expenses paid for by the grant. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	The extended grant agreement between Islands Trust Conservancy (ITC) Board and Environment and Climate Change Canada is still in negotiations. The ITC Board has passed a resolution to accept the funding and extend the program until March 31, 2026 (resolution ITC-2022-026).

5	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines. It is assumed that there will be increased pressures on taxation in the coming budget year as a result of: - Reduced minimum balance surplus levels, meaning less funds available to draw from to balance the budget as has been historical practice of the Trust. - Anticipated increases in the operating budget - Anticipated increases in project budgets	Draft budget expenditures less amortization expense (non-cash item), less other revenue sources.
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the Non-Market Change (NMC) within the total Trust Area. Non-Market Change relates to things such as new construction, property class changes, exemption changes, zoning changes.	Draft 1 of the budget retains the previous budget's Non-Market Change (NMC) values. BC Assessment report provided in January each year indicates non-market growth for the Trust Area and is updated in the draft budget at that time.
7	**Property Taxes – Special Requisitions**	Assumed Salt Spring Island Local Trust Committee (SSI LTC) will request by way of resolution, a special levy to continue the Salt Spring Island Watershed Protection Alliance (SSIWPA).	Trust Council *Policy 6.3.2 Special Property Tax Requisition* SSI LTC resolution #2022-124
8	**Property Taxes – Bowen Island Municipality (BIM)**	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy *7.2.6 Municipal Tax Requisition Calculation*
9	**Investment Income**	Assumed interest income will be higher than recent historical levels due to rising interest rates. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
10	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust and historical inflows of grant funding.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
11	**Inflation**	The cost of goods and services will rise in line with inflation. Application of this assumption is not always applied in a direct manner whereby all expenses are increased by a CPI. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate. This assumption is updated when December CPI is available in January.
12	**Staffing Levels**	Assumed Island Trust management will bring forward funding requests for additional staff positions if desired, or revised staffing complements that result in budget increases. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels. Assumed periodic temporary staff vacancies will occur in the year as is historically the case.	Current staffing levels, plus: 1 FTE: LTC Meeting Administrator 1FTE: Administrative Coordinator 6 staff reclassification proposals With an allowance to account for anticipated staff turnover.
13	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	*Public Service Labour Relations Act* (all staff). *Public Service Act* and Public Service Agency (PSA) policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays.
14	**First Nations Engagement**	First Nations engagement and reconciliation activities should be integrated into Islands Trust work and budget	Trust Council Policy 6.1.1 First Nations Engagement Principles

	and Reconciliation	development. All business cases should include consideration of First Nations engagement needs (e.g. capacity funding, relationship building opportunities) and opportunities Identification of staff/contractor time and other resource needs.to advance reconciliation and identify associated costs.	Trust Council and Islands Trust Conservancy Reconciliation Declarations Identification of means to promote early and meaningful engagement with First Nations governments and undertake reconciliation activities and associated resource needs.
15	**Engagement and Communication**	Public engagement and communication needs should be considered for all projects. All business cases should include consideration of public engagement and communications needs (e.g. engagement tools, communication products, advertising, graphic design) and identify associated costs.	Identification of staff/contractor time and other resource needs.
16	**Trustee Remuneration**	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees will increase due to the addition of the Governance Committee, but that meetings requiring payment to trustees for the other three Trust Council Committees (FPC, TPC and RPC), and for the Islands Trust Conservancy Board will remain similar to fiscal 2022/23 figures. Also, assumed that the Trust Council and Islands Trust Conservancy will not form additional committees for 2023/24.	TC *Policy 7.2.1 Trustee Remuneration*. (census information 2016), stats Canada CPI information, Folio information from BC Assessment)
17	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust has signed a two- year lease with Gabriola Island office landlord. During this time management will continue to explore opportunities to share office space with other Provincial agencies in Nanaimo, BC. With the adoption of a more remote workforce at the Trust, real estate needs on Gabriola Island may shift, providing an opportunity to re-evaluate our needs in the current climate. Consideration of retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment. Early discussions with the landlord of the Salt Spring Island Office (BC Hydro) indicates likely shrinking the available office space which will disrupt work in the office and lead to changes in lease.	TC *Policy 7.4.4 On-Island Trustee Offices.* Existing multi-year office leases.

		At the direction of Trust Council office leases for space for trustees on the following islands were terminated during Fiscal 2022/23: Denman, Mayne, Pender and Saturna Islands. The Galiano trustee office remains in use.	
18	**Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for local trust committees to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work which LTCs can draw from throughout the year. LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council.	Local Planning Services Review 2018 TC's Strategic Plan 2018-2022 TC Policy 5.9.1 *Best Management Practices for Delivery of Local Planning Services to Local Trust Committees*
19	**Planner Resource Allocation**	Amendments to Trust Council policies 6.2.1 (Priority Setting) and 6.7.1 (Work Programs, FUALs, and Priority Charts) direct budgeting for planning projects in next fiscal: Each LTC except Salt Spring Island LTC may only have one minor project. Salt Spring Island may have three minor projects. Major and extraordinary projects (>$5,000) must be presented to Trust Council by business cases for consideration, and only two new projects will receive funding annually.	LPS Review 2018 TC's Strategic Plan 2018-2022 Implementation TC Policy 6.2.1 Priority Setting/Review Guidelines TC Policy 6.7.1 Work Program, Follow-up Action List and Priorities Report
20	**Strategic Plan Projects**	Assumed projects underway as part of the current strategic plan will be seen through to completion.	TC's Strategic Plan 2018-2022
21	**Elections Cost**	No Election in Fiscal 2023/24. A contribution to surplus is included in the budget for possible by-elections, in accordance with TC policy.	Elections BC timelines. TC Policy 6.6.1 By-Election Funding
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
22	**General Surplus**	Assumed that general surplus will be used to reduce tax burden leaving the general revenue surplus at the minimum level under Trust Council Policy.	TC *policy 6.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level of General Revenue Surplus as *"2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue*

			from property taxes or the provincial grant".
23	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund.	Reserve fund balance/value of LTC projects in budget.
24	**Special Property Tax Surplus Fund**	Salt Spring Island Local Trust Committee has a special property tax fund for unspent special requisition monies collected in previous fiscal years. These funds can be used to offset proposed new special requisitions for the same work, or used for other local projects at the completion of the work related to the collected funds. No requests at this time from the Salt Spring Island Local Trust Committee to spend funds from the SSI special property tax reserve fund to offset the existing special requisition request, or use for other work.	Salt Spring Island Local Trust Committee (SSI LTC)
25	**Significant Unusual Circumstances**	The COVID-19 pandemic is ongoing. The ramifications of this are likely to continue in some capacity into fiscal 2023/24, impacting the way in which we do business. Many of the new processes that have been adopted during the pandemic will continue permanently in some capacity in the future. Significant processes expected to continue into fiscal 2023/24 include: - Hybrid meeting models for public meetings and some internal staff meetings - A more remote workforce, which may impact office real estate needs The impacts of these factors will be captured in the budget as much as is possible to estimate.	Provincial Health Officer restrictions, Islands Trust CAO and management team, Trust Council and Council Committee resolutions

Resolutions Referenced, in order of mention:

SSI 2022-124
That the Salt Spring Island Local Trust Committee endorse the SSIWPA special property tax requisition business case attached to the staff report of July 27, 2022 and forward it to Islands Trust Financial Planning Committee for inclusion in the draft 2023/24 Islands Trust budget.

ITC-2022-026
that the Islands Trust Conservancy Board direct staff to draft and sign an amended contribution agreement with Environment and Climate Change Canada (ECCC), extending the existing Species at Risk Program funding until March 31, 2026, including a budget increase for the 2022/23 fiscal year of $25,000 and the addition of $220,000/year in funding for the next three fiscal years (2023/24 through 2025/26).

Islands Trust

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 7, 2022
From:	Director, Administrative Services	**Date Prepared:**	November 25, 2022

SUBJECT: **Draft 2023/24 Budget Changes Directed by Financial Planning Committee**

PURPOSE: To summarize for Trust Council (TC) the changes Financial Planning Committee (FPC) made to the draft 2023/24 budget at its November meeting.

BACKGROUND:

The newly formed FPC held its first meeting of the term on November 25, 2022. A primary focus of the meeting was review of the initial draft 2023/24 budget, with the intention of amending the budget to one that would be presented to TC for their review and approval for public consultation.

<u>Draft budget reductions:</u>

During its budget review, general consensus of the FPC was that the calculated general tax increase to local trust areas in the initial budget draft of 10.55% was untenable. As such, the FPC made a series of resolutions to reduce proposed spending in the draft budget and reduce taxes. Resolutions made are as follows:

1. *That Financial Planning Committee direct staff to adjust the RPC amount to $50,000.*

2. *That Financial Planning Committee direct staff to adjust the budget for specific LTC projects be capped at $250,000 (not including the special tax requisition of $75,000 for SSWIPA), and that Regional Planning Committee work with the Director of Planning/Regional Planning Team to allocate those funds.*

3. *That Financial Planning Committee direct staff to adjust the budget for the Policy Statement Amendment project to be capped at $50,000 and that options be provided to Trust Council to adjust the scope of work pending approval of the budget in due course.*

4. *That Financial Planning Committee direct staff to reduce the salaries budget by $100,000 to acknowledge anticipated staff turnover and periodic vacancies in line with historical staffing realities and that the Budget Assumptions and Principles be amended to reflect this assumption.*

   The above resolutions reduced expenses the draft 2023/24 budget by $378,000, reducing the local trust area (LTA) tax increase by approximately 5.2%.

   All FPC-directed reductions to the draft budget have been incorporated in the draft 2023/24 budget presented to Trust Council, with the exception of above resolution #4 related to salaries reductions. In adjusting the draft budget for the resolutions of FPC, staff realised a reduction to the salaries budget for anticipated staff turnover and vacancies was already incorporated into the draft figures at $120,000. As such, no further amendment for FPC's resolution on this topic was made to the draft budget. Staff erroneously informed FPC that there was no such staff vacancies assumption incorporated into the original draft budget, resulting in the resolution.

<u>Draft budget increases:</u>

At this same meeting FPC reviewed a trustee-sponsored Request for Decision (RFD) heading to Trust Council that requested funding be included in fiscal 2023/24 for all four TC meetings to be held in person. FPC showed support for this request by making the following resolution:

That Financial Planning Committee direct staff to include the budget necessary to allow for four in-person meetings in the 2023/24 budget.

FPC also reviewed a request from the Executive Committee to include funding for a new staff position in the budget for a 1.0FTE Administrative Coordinator. FPC showed its support for this new staff position by making the following resolution:

That Financial Planning Committee amend the draft budget to include $75,250 for an Administrative Coordinator position.

The addition of these items into the draft 2023/24 budget increased proposed expenses by $131,250, increasing the LTA tax increase by approximately 1.8%.

<u>Impact of Changes:</u>

The net change to the draft 2023/24 budget directed by FPC was a reduction of $251,750, a reduction to the LTA tax increase of approximately 3.45%. Of this, 1.37% of the change related to salaries expense reductions was not incorporated due to it already been factored into draft figures.

After all amendments, the following general tax increases are reflected in the draft 2023/24 budget:

- LTA general tax increase: 7.95%
- Municipal tax levy general increase: 16.97%

The proposed draw from the surplus fund in the draft budget reviewed by FPC was $290,500, all of which was allocated to pay for strategic plan projects. After FPC reductions, the value of proposed strategic plan projects has been reduced to $190,000. As such the proposed draw from the surplus fund has been reduced to this same amount.

Staff have re-estimated surplus fund balances based on the FPC-revised budget figures, calculating an estimated minimum balance requirement of $1.71M versus the estimated actual balance of $1.79M. This leaves an excess of approximately $79,000 that could be drawn on in the draft budget to offset proposed spending and reduce draft tax increases.

Trust Council should refer to its policy 6.5.2 Reserves and Surplus to understand what types of expenses may be paid for with surplus funds. Staff's cursory review indicates the following options that would fall squarely in line with policy as eligible for surplus funding:

- Accessibility Plan Development - $2,500
- A transfer from the Surplus Fund to the LTC Project Specific Fund to pay for LTC projects

Trust Council may direct staff to increase the planned draw from the surplus fund to pay for additional work in the draft budget as it sees fit. Using the $79,000 available as an additional draw from surplus and reserves could reduce the LTA tax increase by approximately 1.0% depending on which expenses the surplus funds are allocated to.

Salt Spring Island Local Trust Committee - Special Property Tax Requisition:

FPC took time to review the Salt Spring Island (SSI) local trust committee (LTC) request for a special property tax requisition to support the ongoing work associated with delegated powers under Bylaw 154 (the work of SSI Watersheds Protection Alliance, or SSIWPA). FPC showed support for this special requisition and made the following resolution:

> *That Financial Planning Committee recommend to Trust Council that the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No.154 be approved in concept, in the amount of $75,500, and that the project be put forward for public consultation.*

ATTACHMENT(S): None.

FOLLOW-UP: As directed by Trust Council.

Prepared By: Director, Administrative Services
Reviewed By/Date:

Islands Trust

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 7, 2022
From:	Financial Planning Committee	**Date Prepared:**	November 26, 2022
SUBJECT:	**Draft 2023/24 Budget Overview**		

PURPOSE:

To provide Trust Council with the draft 2023/24 budget for their review, comment and direction.

BACKGROUND:

The Budget Assumptions and Principles (BAP) for the fiscal 2023/24 budget cycle were reviewed by Financial Planning Committee at their August 2022 meeting, where they directed amendments to include First Nations reconciliation and Engagement and Communications as specific Trust principles to incorporate into the draft budget.

In September 2022, Trust Council reviewed the amended BAP document and requested no changes to the planned budget approach. The document has been used a guide in putting together the draft 2023/24 budget.

Since Trust Council's approval of the budget assumptions and principals in September, the following activities have taken place:

- Council Committees (EC/TPC/RPC) have submitted business cases for their funding requests.
- The Islands Trust Conservancy Board (ITCB) has reviewed and submitted its budget request for the fiscal year, including business cases for new initiatives.
- All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives requiring funding.
- Staff have prepared estimates for Trust-wide expenses with the input of the CAO and Directors.

The above information submitted from all parties has been collated into the draft 2023/24 budget that is presented in this agenda. Financial Planning Committee has reviewed the budget draft and forwards this draft to TC as their current budget recommendation.

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2023/24 budget contains the following:

- Total proposed planned spending of $9.6M:
    - Operating budget $8.8M
    - Projects budget $665,000
    - Capital budget $127,000
- A proposed 7.95% general tax increase to local trust areas
- A proposed 16.97% tax levy increase to Bowen Island Municipality.
- A proposed draw from the General Revenue Surplus Fund of $190,000.
- A proposed draw from the LTC Project Reserve Fund of $52,000.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

Comparison to current year forecast – A comparison to current year forecasted spending is helpful to determine real trends in spending levels which can inform budget development for the immediately subsequent fiscal year.

The draft **operating budget** has increased by $658,000 (8%) over the current year forecast. The largest factors contributing to this increase are as follows:

- An increase in insurance costs of $18,000
- An increase in ITC ecosystem mapping costs of $18,000
- An increase in legal general costs of $21,000
- An increase in office leases and associated costs of $22,000 and $24,000 respectively
- An increase in staff salaries and wages of $840,000
- An increase in training and conference costs of $13,800
- An increase in trustee remuneration of $24,000
- An increase in trustee benefits costs of $36,000

The draft **projects budget** has decreased by $49,000 (7%) over the current year forecast due primarily to reduced planned spending on strategic plan projects in the draft 2023/24 budget compared to the current year forecast. Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on Trust Council priorities and could have very different costs depending on the nature of work being completed.

The draft **capital budget** has increased by $37,000 (41%) over the current year forecast primarily due to three server replacements and related licensing upgrade costs.

DRAFT 2023/24 BUDGET - OVERVIEW

Planned Revenues:

External sources of revenue include application fees, grant funding, property taxes, levies, and investment income.

Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust surplus funds and reserve funds.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $8.0M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 9.0% ($672,000). This amount is comprised of:

- A proposed average tax increase of 7.95% ($672,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 1.25% ($91,000) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor from the previous year, and will be updated when new information is available in December 2022.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at approximately $382,000 in the draft budget. This is a total increase over last year's budget of 18.0% ($58,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 16.97% ($50,000) from the existing tax base; plus
- An estimated 0.95% ($3,100) generated from new tax base associated with NMC factors. This figure is based on NMC factor from the previous year, and will be updated when new information is available in December 2022.

Special Tax Requisitions:

The Salt Spring Island (SSI) LTC has requested that Trust Council approve a special property tax requisition to continue the work of SSIWPA. The requested amount is $75,500, consistent with the previous year's budget. The LTC has submitted reports attached to this agenda to support their request.

Grant Revenues:

Total grant revenues in the draft budget amount to $547,000, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2022/23-$180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted multi-year federal grant has been awarded to ITC for work related to Species at Risk in the Trust Area. This grant was originally signed in October 2020, and extended in May 2022. Of the total funding awarded, $220,000 relates to work to be performed in fiscal 2023/24. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.
- A restricted provincial grant from UBCM as part of the Local Government Development Applications Processing initiative has been awarded to the Trust totaling $367,000 to undertake work to improve existing processes associated with processing land use applications at the Trust. This grant was awarded in September 2021. Of the total funding awarded, staff expect to spend all $125,000 in fiscal 2023/24. As such this amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.
- A line for contingent grant income is included in the budget with a nominal $1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

Other Revenue Sources:

- Fees and Sales from applications is set at $262,000 (2022/23 - $265,000) based on an estimate calculated using anticipated application volumes, by type and LTC, multiplied by application fees.
- Interest income is budgeted at $133,000 (2022/23- $160,000) based on estimated investment returns on the investment of 2023/24 property tax funds, and assumes interest rates will remain at current levels.

Surplus Funding:
The proposed budget shortfall of $242,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $190,000 is included in the draft budget, all of which is allocated to strategic plan initiatives.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $52,000 is included in the draft budget to offset total LTC project costs.

Staff have used second quarter forecasted figures to estimate the balance that may remain the GRSF and the LTCPSRF at the end of the current fiscal year to be $2.0M and $52,000 respectively. These balances have been taken into account when determining amounts to draw from surplus and reserve in the draft budget.

No draw from the SSI Special Property Tax reserve fund has been requested by the SSI LTC, as such no amounts are included in the budget.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $6.1M budget (2022/23- $5.5M), representing 63% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

** represents inclusion of a 0.3FTE co-op student*
^ represents inclusion of new staff position

- Executive and Legislative Services – 6.0 FTE^^
- Trust Area Services – 5.4 FTE
- Islands Trust Conservancy – 7.9 FTE*
- Local Planning Services – 29.6 FTE**
- Bylaw Enforcement – 5.0 FTE
- Administrative Services – 9.1 FTE
  TOTAL = 63.0 FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
  - The addition of a 1.0FTE LTC Meeting Administrator, budgeted at approximately $66,000 inclusive of base salaries and benefits, travel, new staff equipment and training costs. A business case for this new position is included in the agenda package for review. This assumes the new staff person will be hired two months into the fiscal year, as such salaries and benefits costs have been prorated to reflect 10 months of expense.

- The addition of a 1.0FTE Administrative Coordinator, budgeted at approximately $75,000 inclusive of base salaries and benefits, travel, new staff equipment and training costs. A business case for this new position is included in the agenda package for review. This assumes the new staff person will be hired two months into the fiscal year, as such salaries and benefits costs have been prorated to reflect 10 months of expense.
- The reclassification of six administrative planning staff, which would result in higher level responsibilities and salaries for all six positions. If successful, this reclassification would increase salaries expense by approximately $30,000.

- Staff salaries and benefits have been adjusted from previous years for the following factors:
    - A 6.1% wage increase for all BCGEU staff members, effective April 1, 2023. This amount is based on the BCGEU agreement which indicates a possible increase between 5.5% and 6.75% for next fiscal year. Staff use the mid-point of possible increases for purposes of the budget.
    - An adjustment for 22 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
    - An effective up-to 3.0% wage increase (i.e.: a 4.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
    - An analysis of historical staff overtime was performed in previous fiscal years and is used to budget for estimated overtime in fiscal 2023/24. Overtime costs currently make up approximately $40,000 (2022/23- $44,000) of the total salaries and benefits expense, which equates to approximately $50,000 (2022/23- $55,000) when grossed up to include the cost of benefits associated with potential payouts of this expense.
    - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.2M (2022/23- $1.0M). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.
    - A reduction to salaries expense of $120,000 (2022/23 – $170,000) to account for assumed staff turnover has been made in the 2023/24 draft budget. This reflects the Trust's reality of intermittent non-backfilled staff vacancies annually.

Trustee remuneration remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* amounts to $581,000 in the 2023/24 draft budget (2022/23- $554,000). Factors influencing this figure include the following:

- An anticipated 5.2% increase to base remuneration to adjust for CPI changes, based on reported inflation figures for the Victoria area in July 2022. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at the new rate of 5.95% at January 1, 2024.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members. Six meetings for

each of RPC, TPC, FPC and the Governance Committee have been budgeted for, reflecting historical meeting frequencies.

Trust Council meeting expenses have been budgeted under the assumption that four meetings of Trust Council will be held in-person, and any additional special meetings will be held electronically. This approach will be adjusted if Trust Council resolves to take an alternate approach. Current planned spending for Trust Council meetings in the draft budget is $110,000 (2022/23 – $54,000), which represents $27,500 per in-person meeting. This amount is an estimate based on historical pre-pandemic average costs plus an allowance for inflation.

Executive Committee meeting expenses are budgeted at $7,500 (2022/23- $5,000), which reflects a plan to meet in-person more frequently than recent history as the new EC gets to know one another, but commits to electronic meetings as much as possible otherwise.

Council Committees meeting expenses are budgeted at a total of $4,000 (2022/23 - $2,400) with the assumption that committees will primarily meet electronically, with one in-person meeting funded for each of Regional Planning Committee and the Governance Committee and two in-person meetings for Trust Programs Committee. Whether or not funding for the newly legislated Accessibility Committee will be required has yet to be determined. Currently no funds are budget; this will be updated as new information becomes available later in the budget cycle.

LTC-direct expenses amount to $44,000 (2022/23- $63,500), which is lower than previous budget years. The reduction is due to the proposed new 1.0FTE LTC Meeting Administrator staff position, which would be responsible for LTC minute taking, thus reducing the contractor costs typically included in this line. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, costs of taking meeting minutes.

LTC project expenses are capped in the budget at $250,000 (2022/23- $272,000), at the direction of Financial Planning Committee. The total cost of LTC project submissions is $422,000. As such, to achieve the FPC capped budget of $250,000 for all these projects, a reduction to specifically submitted projects is required. Trust Council must give direction on these adjustments.

A breakdown of LTC projects with specific funding requests is as follows:

Specific Projects >$5000:		
DE: Housing Project - current ongoing	$	18,000
GB: OCP/LUB Project - NEW	$	60,000
GM: OCP Project - current ongoing	$	16,000
HO: OCP Amendment - current ongoing	$	15,000
SS: Major OCP & OCP - ongoing Housing + CDF	$	227,000
SS: Ganges Village Plan - current ongoing	$	86,500
Total	$	422,500

An allowance for upcoming, currently unknown LTC projects is included in the budget at $36,000 (2022/23 - $36,000).

In recent history, LTC projects have been funded from monies in the Special Purpose LTC Project Reserve fund (LTCPSRF). The amount estimated to be available in the LTCPSRF to fund these projects in the 2023/24 budget is approximately $52,000. This amount has been included in the budget as a draw from reserve to partially pay for LTC projects.

Planning staff have completed an assessment of the feasibility of completing all planning projects in a single fiscal year. This report is included with the budget materials to in budget recommendations and decisions.

Islands Trust Conservancy expenses, (excluding ITC staff salaries and benefits of $734,000), amount to $297,000 in the 2023/24 draft budget (2022/23- $246,000). Significant changes in this amount include:

- An increase in property management costs representing increased property management work associated with species at risk. This increase is primarily funded by grants, with approximately $5,000 in new non-grant costs to pay for new land conservation.
- An increase to fund development of a First Nations engagement plan of $10,000

Detail on the formal budget request from the ITCB is attached to the agenda for review. The ITCB meeting agenda and minutes where budget items were discussed can be viewed on the Trust website here.

Office leases and associated costs amount to $508,000 (2022/23- $456,000). Main staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. A smaller on-island office lease remains in use on Galiano Island historically used by trustees and planning staff for meetings with members of the public. New Galiano trustees may determine this space is not useful to them and direct staff to release the space. Trust Council may also give this direction.

The primary driver of increases in this areas is increased lease costs associated with the three main office spaces, due to rising costs incurred by landlords and passed on to Islands Trust as tenants.

FOI & Records Management is a new budget line in 2023/24, containing budget for contracted help addressing Freedom of Information Requests at $10,000. This budget was formerly included in the contracted services line at the same amount.

Recruitment & Labour Relations has a budget of $21,000 (2022/23 – $6,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency. This budget line formerly included only costs for job posting advertisements, with contracted HR assistance recorded in the contracted services budget line. The increase in this budget line of $15,000 is entirely related to the reclassification of these costs to this budget line. No actual increases in costs are budgeted for.

Payroll Processing is budgeted at $19,500 reflecting expenses paid to the public service agency for this activity. This is a new budget line in 2023/24. Costs for this activity were formerly contained in the contracted services line which is being done away with internally. No actual increases in costs are expected from this work.

Insurance costs have once again risen and are budgeted at $208,000 (2022/23- $192,000), based on renewal amounts with our existing insurer for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan continues to increase due to continued hardened insurance markets and a history of ongoing and new legal claims at Islands Trust.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $222,000 (2022/23- $215,000). Legal General is budgeted at $70,000 which is lower than historical spending norms in this area. Management intends to increase rigor around spending in this area, but acknowledges new trustees may bring forward new inquiries which could result in higher legal spending than planned. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files.

Legal for Bylaw Enforcement has been budgeted at $80,000, fairly consistent with the 2022/23 budget, which reflects existing levels of enforcement on the islands. Increased enforcement directed by new LTCs may result in higher legal fees in this areas.

Legal Litigation is budgeted at $72,000 (2022/23 - $85,600) which is an estimate of legal fees associated with existing legal claims. If new claims are incurred in the year, or existing claims see more activity than anticipated, this budget area may need to be increased. Actual spending in this budget over the most recent three years is $90,500. Legal litigation is a difficult item to budget for and while consideration for known claims can be made, there is no way to know what may come forward in the year. An alternative approach to an increased budget would be to budget for a lower expense in this area, and draw on additional surplus funds should more funds be required in the year for increased litigation. This puts extra pressures on the surplus fund however, and may put minimum surplus balances at risk.

Software Support and Licensing expenses are budgeted at $147,000 (2022/23- $80,400), which includes costs for the many software systems used by the Trust in their everyday work. Significant drivers of the increase to this budget line include:

- $38,000 in new costs for maintenance of the new CityView software being implemented in the current year. This will be an annual ongoing cost.
- $16,000 in Zoom meeting costs. This item was excluded in the current year budget, but has been corrected in the 2023/24 budget.
- $9,000 in software costs for a new Client Relationship Management system for use throughout the organization. This system will replace the expiring, Islands Trust Conservancy contact database. The new system will have added organization-wide use tracking external contacts, including First Nations correspondence and meeting information for purposes of greater relationship building.

Computer Hardware and Software expenses have been budgeted at $121,800 (2022/23- $67,000) which includes costs for three server replacements ($38,000), two software license upgrades for Microsoft and virtual servers ($28,500), the purchase of six new computers as part of the Trust rolling computer refresh cycle ($15,000), as well as support costs incurred for contracted support completing these projects ($30,100).

Contracted Temporary Staffing has a small budget of $2,500 for ITC administrative support. In previous years, this budget line included costs for things such as payroll processing and contracted assistance with Freedom of Information requests. Staff have moved these costs to other budget lines to better reflect the type of expense as opposed to the method under which it was procured. These moved items are discussed in the budget line they relate to.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $212,000 (2022/23- $275,800), broken down in the following list:

- Reconciliation Action Plan* $30,000
- ITC First Nations Engagement Plan $10,000
- Policy Statement Amendment $50,000
- Stewardship Education Program $20,000
- Secretariat Services $15,000
- Regional Planning Committee placeholder* $50,000
- Indigenous Watersheds Initiative* $22,000
- Governance Committee projects* $15,000

Business cases outlining rationale for each funding request is attached to the agenda, except for those containing an asterix (*) beside the project name. Of note:

- No plan is currently in place to bring forward a business case for the Reconciliation Action Plan implementation, however FPC/TC may request that one be submitted for the next budget review if desired.
- The RPC has passed a resolution to include a placeholder for funds, which will be specially allocated by the new RPC at their next meeting.
- The Indigenous Watersheds Initiative is a project already underway in the current year. Funds in the 2023/24 budget reflect planned spending on this work next year. The work is fully funded by grants.
- The Governance Committee has discussed a budget placeholder for their work, but has passed no resolution.

Operational projects reflect initiatives of staff as part of their assessment of operational needs and areas of continued improvement, and include the following:

- LG Development Approvals Program: LPS — $125,000 (paid by grant funds)
- Accessibility Plan Development — $ 2,500

No business case is included for the LG Development Approvals Program as this is a project approved in fiscal 2022/23 that will be carrying over to next fiscal year, paid for by grant funds. Review of the business case for this project can be found in the March 2022 Trust Council agenda package on the Islands Trust website.

Funds for accessibility plan development are budgeted at a modest amount, reflecting costs for committee meetings should any be held in person. Staff will update this budget lie as needed as more information on our requirements for this committee become available.

Surplus funds in the General Revenue Surplus Fund at the end of 2023/24 after the budgeted draw of $190,000 are estimated to be $1.8M versus the calculated policy minimum of $1.7M.

ATTACHMENT(S):

1. 2023/24 Budget Detail, Numeric
2. Business Case Summaries
3. Strategic Plan Projects: Summary + Business Cases
4. Operational Projects: Summary + Business Cases
5. LTC Projects: Summary + Business Case +Feasibility Assessment
6. Islands Trust Conservancy Board – Budget Request

FOLLOW-UP: As directed.

Prepared By:	Director, Administrative Services
Reviewed By:	Chief Administrative Officer/November 21, 2022
	Financial Planning Committee/November 25, 2022

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

(0)

		2021/22	2022/23		2023/24	Budget-Budget Comparisons		Budget-Forecast Comparisons	
		ACTUALS	**BUDGET**	**Q2 Forecst**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
	REVENUE								
	Fees & Sales	117,488	264,724	215,376	**262,000**	*(2,724)*	*-1%*	*46,624*	*22%*
	Provincial Grant - Unrestricted	180,000	180,000	228,000	**180,000**	*-*	*0%*	*(48,000)*	*-21%*
	Provincial Grant - LG Development Applications		367,000	242,000	**125,000**	*(242,000)*	*-66%*	*(117,000)*	*-48%*
	Provincial Grant - Restricted (HWI/IWI)	199,432			**22,000**	*(191,500)*	*-90%*	*22,000*	
	Provincial Grant - Restricted (ITC Conserv. Stimulus)	38,500			**-**	*-*		*-*	
	Federal Grant - Restricted (ITC SAR)	242,500	213,500	238,500	**220,000**	*6,500*	*3%*	*(18,500)*	*-8%*
	Contingent Grants - Projects	30,195		7,314	**1**	*1*		*(7,313)*	*-100%*
	Property Tax Levy - LTA	7,079,772	7,309,863	7,309,863	**7,309,863**	*672,507.40*	*9%*	*672,507*	*9%*
	Property Tax Levy - LTA General Increase				**581,134**				
7.95%	Property Tax Levy - LTA NMC Increase				**91,373**				
1.25%	Special Tax Requisition - SSI LTA (SSIWPA)	75,500	60,000	60,000	**75,500**	*15,500*	*26%*	*15,500*	*26%*
	Property Tax Levy - Bowen	311,188	323,769	323,769	**323,769**	*58,024*	*18%*	*58,024*	*18%*
	Property Tax Levy - Bowen General Increase				**54,948**				
16.97%	Property Tax Levy - NMC Increase				**3,076**				
0.95%	Interest Income	11,914	20,001	160,000	**133,000**	*112,999*	*565%*	*(27,000)*	*-17%*
	Other income	33,779			**0**	*-*		*-*	
	Total Revenue	8,320,268	8,738,857	8,784,821	**9,381,664**	*642,807*	*7%*	*596,843*	*7%*
	EXPENSES								
	Amortization expense	182,751	168,000	205,000	**125,000**	*(43,000)*	*-26%*	*(80,000)*	*-39%*
	Applications sponsored by EC	7,150	4,000	4,000	**15,000**	*11,000*	*275%*	*11,000*	*275%*
	NAPTEP Applications sponsored by EC	-	1,000	1,000	**1,000**	*-*	*0%*	*-*	*0%*
	History and Heritage Funding Grants-in-Aid	-	4,000	11,000	**10,000**	*6,000*	*150%*	*(1,000)*	*-9%*
	Audit	19,260	20,000	20,000	**21,000**	*1,000*	*5%*	*1,000*	*5%*
	Bank Charges & Interest	3,643	4,000	4,000	**4,000**	*-*	*0%*	*-*	*0%*
	Board of Variance	896	1,200	1,300	**1,200**	*-*	*0%*	*(100)*	*-8%*
	Carbon Offset Purchases	-			**-**	*-*		*-*	
	Committee Meeting Expense - FPC	14	800	800	**-**	*(800)*	*-100%*	*(800)*	*-100%*
	Committee Meeting Expense - RPC	-	800	800	**1,000**	*200*	*25%*	*200*	*25%*
	Committee Meeting Expense - TPC	-	800	4,600	**2,000**	*1,200*	*150%*	*(2,600)*	*-57%*
	Committee Meeting Expense - Governance*				**1,000**	*1,000*		*1,000*	
	Committee Meeting Expense - Accessibility*				**-**	*-*		*-*	
	Cultural Working Group	-			**-**	*-*		*-*	
	Communications and ITC Fundraising	45,688	61,291	69,800	**73,500**	*12,209*	*20%*	*3,700*	*5%*
	FN Protocol Funds	-	5,004	2,500	**-**	*(5,004)*	*-100%*	*(2,500)*	*-100%*
	Meeting Streaming Services		-	15,000	**15,000**	*15,000*		*-*	*0%*
	SW Support and Licensing	85,657	80,400	80,400	**147,200**	*66,800*	*83%*	*66,800*	*83%*
	Internet	48,492	47,800	47,800	**47,300**	*(500)*	*-1%*	*(500)*	*-1%*
	Technical Support	97,702	94,715	94,700	**60,000**	*(34,715)*	*-37%*	*(34,700)*	*-37%*
	Contingency	-	-		**5,000**	*5,000*		*5,000*	
	Contracted Temporary Staffing	64,184	140,600	140,600	**2,500**	*(138,100)*	*-98%*	*(138,100)*	*-98%*
	Elections - General	-	141,000	141,000	**-**	*(141,000)*	*-100%*	*(141,000)*	*-100%*
	Elections - By-elections	-	-		**7,000**	*7,000*		*7,000*	
	Insurance	190,119	192,000	190,200	**208,150**	*16,150*	*8%*	*17,950*	*9%*
	ITC - Board Honoraria	6,200	6,600	6,950	**7,000**	*400*	*6%*	*50*	*1%*
	ITC - Board Meeting Expense	1,987	1,425	1,400	**1,425**	*-*	*0%*	*25*	*2%*
	ITC - Board Training & Conferences	289	1,600	1,600	**1,600**	*-*	*0%*	*-*	*0%*
	ITC - Property Management	168,727	137,780	157,800	**159,930**	*22,150*	*16%*	*2,130*	*1%*
	ITC - Conservation Planning & Land Securement	19,597	26,550	26,550	**26,550**	*-*	*0%*	*-*	*0%*
	ITC - Ecosystem Mapping	4,948	18,000	-	**18,000**	*-*	*0%*	*18,000*	
	Land Title Registrations	4,772	-	3,600	**3,900**	*3,900*		*300*	*8%*
	Legal - general	98,592	48,784	48,784	**70,000**	*21,216*	*43%*	*21,216*	*43%*
	Legal - bylaw enforcement litigation	81,098	80,795	80,787	**80,000**	*(795)*	*-1%*	*(787)*	*-1%*
	Legal - litigation defence	62,993	85,551	85,551	**72,357**	*(13,195)*	*-15%*	*(13,195)*	*-15%*
	LTC "Trustee Expenses"	2,034	4,501	5,140	**4,500**	*(1)*	*0%*	*(640)*	*-12%*
	LTC "Executive Expense on LTC's"	5,681	12,000	12,000	**12,000**	*-*	*0%*	*-*	*0%*
	LTC Meeting Expenses	33,343	32,399	29,291	**13,000**	*(19,399)*	*-60%*	*(16,291)*	*-56%*
	LTC Local Exp APC Meeting Expenses	7,095	4,860	3,272	**4,860**	*-*	*0%*	*1,588*	*49%*
	LTC Local Exp Communications	6,096	5,000	5,030	**5,000**	*-*	*0%*	*(30)*	*-1%*
	LTC Local Exp Special Projects	38	4,749	2,568	**4,750**	*1*	*0%*	*2,182*	*85%*
	Meeting Expense	57,149	66,600	69,800	**125,275**	*58,675*	*88%*	*55,475*	*79%*
	Memberships	15,305	13,899	14,500	**16,440**	*2,541*	*18%*	*1,940*	*13%*
	Notices - Statutory & Non-Statutory	13,004	17,850	22,100	**17,850**	*-*	*0%*	*(4,250)*	*-19%*
	FOI & Records Management*				**10,000**	*10,000*		*10,000*	
	Office - Lease costs	420,664	394,500	401,000	**422,800**	*28,300*	*7%*	*21,800*	*5%*
	Office - outside services	53,870	61,000	61,000	**85,000**	*24,000*	*39%*	*24,000*	*39%*
	Postage, Courier & Delivery	8,991	9,595	7,200	**3,050**	*(6,545)*	*-68%*	*(4,150)*	*-58%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

	2021/22	2022/23		2023/24	Budget-Budget Comparisons		Budget-Forecast Comparisons	
				(0)				
	ACTUALS	**BUDGET**	**Q2 Forecst**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
Recruitment & Labour Relations	6,932	6,000	8,000	**21,000**	*15,000*	*250%*	*13,000*	*163%*
Payroll Processing*				**19,500**	*19,500*		*19,500*	
Safety	5,489	5,000	5,000	**5,000**	*-*	*0%*	*-*	*0%*
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,261,369	2,232,803		**2,588,276**				
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	572,643	567,132		**657,422**				
Sal & Ben - Salaries - Planners & RPMs	1,354,588	1,409,006		**1,446,182**				
Sal & Ben - Benefits - Planners & RPMs	343,698	357,887	5,230,100	**367,330**	*608,208*	*11%*	*839,865*	*16%*
Sal & Ben - Salaries - Planning Support	397,674	433,987		**502,864**				
Sal & Ben - Benefits - Planning Support	98,788	110,232		**127,727**				
Sal & Ben - Salaries - Bylaw	250,286	279,673		**303,160**				
Sal & Ben - Benefits - Bylaw	63,045	71,037		**77,003**				
Stationery & Supplies	36,738	31,400	31,400	**29,020**	*(2,380)*	*-8%*	*(2,380)*	*-8%*
Subscriptions	7,088	6,660	6,060	**5,360**	*(1,300)*	*-20%*	*(700)*	*-12%*
Telephone	12,315	12,100	12,100	**18,100**	*6,000*	*50%*	*6,000*	*50%*
Mobile Devices	18,585	16,490	26,000	**29,930**	*13,440*	*82%*	*3,930*	*15%*
Training - Organization-wide	2,898	5,000	5,000	**5,000**	*-*	*0%*	*-*	*0%*
Training - staff recognition & meetings	4,447	13,600	13,600	**15,800**	*2,200*	*16%*	*2,200*	*16%*
Training & Conferences	14,865	43,425	40,000	**53,800**	*10,375*	*24%*	*13,800*	*35%*
Travel for Training	849	16,035	21,200	**19,950**	*3,915*	*24%*	*(1,250)*	*-6%*
Travel	38,330	57,127	64,200	**63,475**	*6,348*	*11%*	*(725)*	*-1%*
Trustee Remuneration	520,580	554,424	556,300	**580,513**	*26,089*	*5%*	*24,213*	*4%*
Trustee Remuneration - CPP Expense	18,481	20,177	21,200	**20,445**	*268*	*1%*	*(755)*	*-4%*
Trustee Remuneration - Health/Dental benefits	39,534	40,885	40,900	**76,550**	*35,665*	*87%*	*35,650*	*87%*
Trustee Remuneration - MSP Benefits	-	-		**-**	*-*		*-*	
Trustee Remuneration - Pay in Lieu of benefits	1,000	1,000	1,000	**-**	*(1,000)*	*-100%*	*(1,000)*	*-100%*
Trustee Remuneration - Employer Health Tax	10,766	9,141	10,900	**11,320**	*2,179*	*24%*	*420*	*4%*
Trustee Remuneration - Executive on LTCs	-	1,689	-	**-**	*(1,689)*	*-100%*	*-*	
					-		*-*	
Operating Budget Subtotal	**7,899,017**	**8,303,358**	**8,173,382**	8,956,864	***653,506***	***8%***	*783,482*	*10%*
Amortization budget adjustment (not taxed for)		(168,000)		(125,000)				
Net Operating Budget Subtotal	**7,899,017**	**8,135,358**	**8,173,382**	**8,831,864**	*696,506*	***9%***	*658,482*	*8%*
PROJECTS								
LTA Projects:								
LTC Projects, partially funded by LTC reserve fund	158,395	143,600	153,840	**250,000**	*106,400*	*74%*	*96,160*	*63%*
LTC Projects Funded by Approved Grants (590) - HWI	3,146			**-**	*-*		*-*	
LTC Projects Funded by Contingent Grants (590)				**1**	*1*		*1*	
LTC Projects funded by Special Requisition Surplus Fund	20,000	68,400	65,700	**-**	*(68,400)*	*-100%*	*(65,700)*	*-100%*
LTA Work Funded by Special requisition (SWIPPA)	65,202	60,000	60,000	**75,500**	*15,500*	*26%*	*15,500*	*26%*
					-		*-*	
Strategic Plan Projects					*-*		*-*	
Reconciliation Action Plan implementation	6,010	12,000	12,000	**30,000**	*18,000*	*150%*	*18,000*	*150%*
First Nations Engagement Plan - ITC				**10,000**	*10,000*		*10,000*	
Policy Statement Amendment	129,819	55,000	55,000	**50,000**	*(5,000)*	*-9%*	*(5,000)*	*-9%*
Stewardship Education Program	14,910	13,000	5,000	**20,000**	*7,000*	*54%*	*15,000*	*300%*
Secretariat Services	12,976	15,000	15,000	**15,000**	*-*	*0%*	*-*	*0%*
RPC Projects Placeholder				**50,000**	*50,000*		*50,000*	
Heritage Overlay Mapping (prior year unspent carry-over)	52,164	74,000		**-**	*(74,000)*	*-100%*	*-*	
Indigenous Watersheds Initiative				**22,000**			*22,000*	
Governance Review/Gov Committee Projects	75,000	15,000	7,500	**15,000**	*-*	*0%*	*7,500*	*100%*
Website Design/Functionality updates	21,198			**-**	*-*		*-*	
Coastal Douglas Fir Mapping and Bylaws	-			**-**	*-*		*-*	
Freshwater Sustainability Strategy	132,243			**-**	*-*		*-*	
Broadcast Public Meetings	15,413			**-**	*-*		*-*	
Housing Initiatives		5,000	5,000	**-**	*(5,000)*	*-100%*	*(5,000)*	*-100%*
Groundwater Recharge Mapping	11,878	86,800	86,800	**-**	*(86,800)*	*-100%*	*(86,800)*	*-100%*
Eelgrass Mapping	54,674			**-**	*-*		*-*	
					-		*-*	
Operational Projects				**-**	*-*		*-*	
Accessibility Plan Development				**2,500**	*2,500*		*2,500*	
LG Development Approvals Program: LPS		367,000	242,000	**125,000**	*(242,000)*	*-66%*	*(117,000)*	*-48%*
LG Development Approvals Program: BE				**-**	*-*		*-*	
LG Development Approvals Program: ITC				**-**	*-*		*-*	
Electronic Documents Management		6,500	6,500	**-**	*(6,500)*	*-100%*	*(6,500)*	*-100%*
Digitizing Paper Records				**-**	*-*		*-*	
Building Footprint: Data Update				**-**	*-*		*-*	
Prior year projects				**-**	*-*		*-*	
					-		*-*	
Projects Total	**773,028**	**921,300**	**714,340**	**665,001**	*(278,299)*	*-30%*	***(49,339)***	***-7%***

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

(0)

	2021/22	**2022/23**		**2023/24**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
	ACTUALS	**BUDGET**	**Q2 Forecst**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
CAPITAL								
Computer H/W & S/W	3,736	67,000	84,900	**121,800**	*54,800*	*82%*	*36,900*	*43%*
Computer HW for new trustees		7,500		**-**	*(7,500)*	*-100%*	*-*	
Software - separate from Hardware for 2021	4,918			**-**	*-*		*-*	
Office - Equipment & Furniture	3,581	3,200	5,200	**5,000**	*1,800*	*56%*	*(200)*	*-4%*
Office - Renovations				**-**	*-*		*-*	
Total Capital Spending	**12,235**	**77,700**	**90,100**	**126,800**	*49,100*	*148%*	***36,700***	***41%***
Total Cash Operating, Projects, Capital Budget	**8,684,279**	**9,134,358**	**8,977,821**	**9,623,665**	***446,307***	*5%*	***645,843***	*7%*
Surplus (deficit)	(364,011)	(395,500)	(193,000)	**(242,000)**				
Funded by:								
Amounts invested in TCA/Amortization, adjustment	102,754		90,100					
Transfer from (to) General Revenue Surplus Fund	278,912	183,500	(116,640)	**190,000**				
Transfer from (to) LTC Project Specific Reserve Fund	(12,978)	143,600	153,840	**52,000**				
Transfer (to) from Special Tax Requisition Fund	(4,677)	68,400	65,700	**0**				
Net Balance	0	-	0	(0)				

Islands Trust
Proposed Strategic Plan Projects
Fiscal Year 2023/24

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STRATEGIC PLAN:			
#4.6	Reconciliation Action Plan implementation	30,000	*surplus*
#4.6	First Nations Engagement Plan - ITC	10,000	*surplus*
#3.1, 4.4, 5.6	Policy Statement Amendment	50,000	*surplus*
#4.3	Stewardship Education Program	20,000	*surplus*
#5.2	Secretariat Services	15,000	*surplus*
	RPC Projects Placeholder	50,000	*surplus*
#4.6	Indigenous Watersheds Initiative	22,000	*grant*
	Governance Committee Projects	15,000	*surplus*
Total Proposed Strategic Plan Projects		**212,000**	

ISLANDS TRUST
Fiscal Year 2023/24
PROPOSEED LTC PROJECTS

ITEM	AMOUNT	TOTAL
Specific Projects >$5000:		
DE: Housing Project - current ongoing	$ 18,000	
GB: OCP/LUB Project - NEW	$ 60,000	
GM: OCP Project - current ongoing	$ 16,000	
HO: OCP Amendment - current ongoing	$ 15,000	
SS: Major OCP & OCP - ongoing Housing + CDF	$ 227,000	
SS: Ganges Village Plan - current ongoing	$ 86,500	
Reduction to achieve FPC cap on LTC projects	$ (172,500)	**$ 250,000**
Minor Projects:		
Pool for Allocation to LTCs in Year		**36,000**
Total LTC Projects in General budget		**286,000**
LTC projects proposed as special requisitions:		
SS: Watershed Protection Alliance (special property tax requisition)	$ 75,500	**75,500**
Total LTC Projects funded by special requisition		**75,500**

Islands Trust
Proposed Operational Projects
Fiscal Year 2023/24

OPERATIONAL INITIATIVES			
	Accessibility Plan Development	2,500	*taxes*
	LG Development Approvals Program: LPS	125,000	*grant*
Total Operational Initiatives		**127,500**	

Islands Trust
Proposed Staffing Changes
Fiscal Year 2023/24

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING (Permanent)			
	<u>LTC Meeting Administrator</u> *(FT, estimated start date June 1), funded by taxes*		
	Salary	43,018	
	Benefits	8,713	
	Overtime pay	-	
	Benefits	-	
	Travel	9,000	
	Mobile Phone	-	
	Computer - Laptop	3,000	
	Training	2,000	
		65,731	*Taxes*
	<u>Administrative Coordinator</u> *(FT, estimated start date June 1), funded by taxes*		
	Salary + Benefits	57,677	
	Benefits	11,683	
	Travel	1,890	
	Mobile Phone	-	
	Computer - Laptop	3,000	
	Training	1,000	
		75,250	*Taxes*
	<u>Planning Admin Staff Adjustments</u>*, funded by taxes*		
	Remove 3x Grid 9s - salary	(192,000)	
	Please with 3x Grid 11s - benefits	204,000	
	Total increase from staff reclassification	**12,000**	*Taxes*
	<u>Planning Admin Staff Adjustments</u>*, funded by taxes*		
	Remove 3x Grid 15s - salary	(228,000)	
	Replace with 3x Grid 18s - benefits	249,000	
	Total increase from staff reclassification	**21,000**	*Taxes*
	Total New Staff (P) Costs	**173,981**	
STAFFING (Temporary)			
	<u>Freshwater Co-op Student</u> *(FT, 4 months), funded by taxes*		
	Salary	16,469	
	Benefits	4,183	
	Pacific Leaders Tuition Grant	1,254	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**21,906**	*Taxes*
	Total New Staff (T) Costs	**21,906**	

Islands Trust 2023/24 Business Case Summaries to Financial Planning Committee

Strategic Plan Business Case Summaries

Policy Statement Amendment Project

Amount: *$105,500* (BIM contributes)
Sponsor: Executive Committee

The Policy Statement Amendment Project is a multi-year project to develop a new Islands Trust Policy Statement, with updates primarily for reconciliation, climate change, and affordable housing. To date there have been three phases of public engagement, two phases of early and meaningful engagement with First Nations, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The next phase of the project in 2023/24 will see consideration of a revised draft, and further engagement and referrals. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs. The funding will be used to hire a communications consulting firm and plain language editor, develop public engagement and communications materials, host virtual public engagement events, support travel costs for project staff attendance at in-person local trust committee presentations, hire new part-time staff to backfill Senior Policy Advisor for three months while she focusses on the project, legal advice, and graphic design of the final Policy Statement. This is the fourth year of the project.

Stewardship Education Program
Amount: *$15,000* (BIM contributes)
Sponsor: Trust Programs Committee

This project funding will support continued delivery of Stewardship Education Program activities (e.g. educational webinars, on-island workshops, Living in the Trust Area mailing). This funding would be allocated by the Trust Programs Committee to any stewardship education assignments from Trust Council. In 2021/22 and 2022/23 Trust Programs Committee used stewardship education funding for a "Living in the Trust Area" package that is mailed to new homeowners/renters with information on land protection and stewardship, tips for building and renovating, along with a list of frequently-requested contacts for government and other services.

Secretariat Services Program
Amount: *$15,000* (BIM contributes)
Sponsor: Trust Programs Committee

This project funding will support the continuation of Trust Council's Secretariat Services Program which is guided by the Secretariat Services Policy. Through this program Islands Trust offers administrative support to coordination groups that Islands Trust bodies belong to. The program promotes regular information sharing and collaboration between different levels of government, First Nations and community leaders. Previously, the program has supported the Baynes Sound / Lambert Channel Regional Forum, Howe Sound (Atl'ka7tsem) Community Forum, the Southern Gulf Island Forum, the Coastal Douglas-fir Conservation Partnership, and the Rural Island Economic Partnership**.**

Regional Planning Committee Strategic Plan Projects

Amount: *$100,000* (BIM contributes)
Sponsor: Regional Planning Committee

This funding would be allocated by the Regional Planning Committee to Strategic Plan projects assigned by Trust Council. In 2022/23 the Regional Planning Committee was working on groundwater mapping as part of the implementation of Trust Council's ten-year Freshwater Sustainability Strategy.

Governance Committee Strategic Plan Projects

Amount: *$15,000* (BIM contributes)
Sponsor: Governance Committee

This funding would be allocated by the Governance Committee to Strategic Plan projects assigned by Trust Council.

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title):
Executive Committee

Business Area:
Trust Council Initiatives - Trust Area Services

Name of Request:

Policy Statement Amendment Project (PSAP) $105,500

(NOTE: FPC recommended project be capped at $50,000 and that options be provided to Trust Council to adjust the scope of work pending approval of the budget in due course).

- $25,000 – Communications/Public Relations (PR) consultant to implement PSAP communications strategy developed in FY 2022-23
- $30,000 – Capacity funding and honoraria for Phase 4 early & meaningful engagement with First Nation governments
- $15,500 – Public Engagement Phase 4: Islands 2050 public engagement sessions with local trustees and staff in each local area (in-person), and online Trust-wide survey developed by Islands Trust staff; budget includes development and printing of engagement and advertising materials, survey, staff travel, and advertising costs
- $5,000 – Legal Services
- $5,000 – Plain Language Editorial Services
- $5,000 – Graphic Design of Policy Statement (post-adoption)

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: part-time backfilling Senior Policy Advisor for 3 months

■ **Other – please describe:** ______________________
Capacity funding for First Nations governments and honoraria for review/input/dialogue on draft Policy Statement revisions, legal services, graphic design, editorial services, printing, posting and distribution of communication materials, etc.

• $20,000 – Part-time backfilling of Senior Policy Advisor (SPA) position for 3 months	
Date of Funding Request Submission: November 2, 2022	**Funding Required for (date range):** April 1, 2023 – March 31, 2024

ISSUE/OPPORTUNITY:

Trust Council's Policy Statement Amendment Policy (1.2.1) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks. Early on in the 2018-2022 term, Islands Trust Council requested Executive Committee, with involvement from Trust Programs Committee as appropriate, to review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and affordable housing. This multi-year project commenced in 2019 and has involved, to date, three phases of public engagement, two phases of early and meaningful engagement with First Nation governments, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs.

Work on the project this term has culminated in a series of directions to staff to revise the draft Policy Statement based on Trust Council's political direction. Trust Programs Committee also passed the following resolution on August 26, 2022:

> **TPC-2022-024**
> *that Trust Programs Committee request Executive Committee include funding for an enhanced communications strategy within the 2023/24 business case for the Policy Statement Amendment Project.*

As of September 20, 2022, staff have forecasted spending approximately $25,000 in the remainder of the 2022-23 fiscal year for a third phase of early and meaningful engagement with First Nation governments and associated capacity funding ($15,000), legal review ($5,000), and contract support to develop a communications strategy ($5,000). These funds will be drawn from existing Trust Area Service budget monies.

As per Trust Council's direction, a draft project charter and a draft communications strategy are expected to be presented to Trust Programs Committee and Executive Committee in early 2023, followed by a revised draft Policy Statement that incorporates Trust Council's requested revisions.

PROJECTED RESULTS/DELIVERABLES:

Based on Trust Programs Committee and Trust Council resolutions in 2022, staff anticipate that the project will likely include a fourth phase of public engagement, a fourth phase of early & meaningful engagement with First Nation governments, additional inter-agency referrals, internal referrals to local trust committees, Bowen Island Municipality and the Islands Trust Conservancy Board, as well as plain language editorial review/graphic design of the revised draft Policy Statement in FY 2023-24. These are steps that will support a future first reading of a draft new Policy Statement bylaw by Trust Council and the completion of associated engagement with the public, First Nations, and referral agencies.

RISK ASSESSMENT:

The lack of a proactive communications strategy at the outset of the project, along with a vacancy in the Communications Specialist position, impacted progress on the Policy Statement Amendment Project in FY 2021-22. To mitigate this risk going forward, Trust Council has directed staff to develop a communications strategy to be implemented in FY 2023-24. Staff have also documented lessons learned throughout the first three years of the project and will be implementing enhanced project management practices. The recommended Option 1 includes part-time backfilling of the Senior Policy Advisor position for three months to support sufficient staff time for the project.

ALTERNATIVES CONSIDERED:

Option 1: $105,500 – As described above (option recommended by Executive Committee).

Option 2: $115,500 – Option 1 **plus a two-part <u>virtual</u> Trust-wide community engagement workshop** led by engagement consultants. This would include coordination, facilitation, honoraria, notetaking, technical support, analysis, and summary report by consultants (estimated at additional $10,000).

Option 3: $205,500 – Option 1 **plus a suite of <u>in-person and virtual</u> engagement activities** throughout Islands Trust Area led by engagement consultants. This would include planning and leading the engagement activities, analysis of feedback, and a summary report, as well as temporarily backfilling of Trust Area Services' Program Coordinator position who would provide logistical support for the in-person engagement planning. Note that this option would require a significantly longer timeline for preparation and execution.

Option 4: **$100,000 –** Option 1 **without <u>in-person</u> participation of staff** at Phase 4 public engagement events in local areas. Staff would participate <u>virtually</u> in this option, thereby reducing staff travel costs roughly estimated at $5,500.

Option 5: $95,500 – Option 1 **without advertising and public engagement materials**. This approach may result in high levels of correspondence to Trust Council which would require significant administrative staff effort to redact, post to website, etc. Without advertising and effective public engagement materials, this option could also lead to a lack of public participation, community distrust, misinformation, and project delays.

Option 6: $85,500 – Option 1 **without part-time backfilling of the Senior Policy Advisor position**.
This would mean pausing Trust Area Services' work in some other areas (e.g. Trust Council advocacy/coordination, policy research, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, etc.)

Option 7: $75,500 – Option 1 **without advertising and public engagement materials and without part-time backfilling of the Senior Policy Advisor position**.

Option 8: $65,500 – Option 1 **without advertising and public engagement materials, without part-time backfilling of the Senior Policy Advisor position and without external graphic design and plain-language editorial services** for the draft new Policy Statement.

Option 9: $55,000 – Option 1 **without advertising and public engagement materials, without external graphic design and plain-language editorial services for the draft new Policy Statement, without <u>in-person</u> staff participation at local public engagement events (virtual only), and without Communications/PR Consultant Firm.** In the absence of adequate communications support, staff would not be in a position to fulfill Trust Council's Sept 2022 implied direction to implement a communications strategy for the project in 2023-24 that will be developed in 2022-23. Furthermore, this approach may lead to high levels of public misunderstanding around the Policy Statement Amendment Project, a lack of public participation in engagement activities, community distrust, misinformation, project delays, and excessive demands on Trust Area Services' limited staff resources.

Option 10: Not proceed at this time or postpone until a future fiscal year.

CRITICAL SUCCESS FACTORS:

- Full staffing levels within Trust Area Services
- Contractor availability
- Strategic and well-resourced communications to build a shared understanding by members of Trust Council, First Nations, referral agencies, and the public, regarding interpretation of the Islands Trust Object, the purpose and function of the Policy Statement, and the rationale for proposed amendments.

RECOMMENDED OPTION:

Option 1 is recommended at this time. As Phase 3 of public engagement already included a suite of in-person and virtual engagement activities throughout the Islands Trust Area, a lighter engagement is suitable for Phase 4. This option also includes a budget for the implementation of an enhanced Communications Strategy as directed by Trust Council in September 2022.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>
Comparative regional growth strategy/official community plan processes in BC local governments have notably higher budgetary estimates.

<u>Qualitative Analysis:</u>
Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area in cooperation with other partners, as stipulated in the *Islands Trust Act.* It will also help to fulfill Trust Council's commitments to addressing reconciliation, climate change, and housing in the context of its mandate and jurisdiction.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Procurement Policy 6.5.3.

PROPOSED IMPLEMENTATION STRATEGY:

As outlined above and as per the new Policy Statement Amendment Project Charter, Communications Strategy, and Engagement Strategy, to be endorsed by the new 2022-26 Trust Council.

STAFF RESOURCING

In FY 2023-24, the project will occupy the majority of the Senior Policy Advisor's time and would require at least six months of backfilling this position to support Trust Area Service's (TAS) regular workload (unless TAS workloads are reduced by Trust Council and its committees during this time). During critical periods, a certain amount of overtime is expected to fulfil project needs.

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

Change management, communications, and collaboration will be addressed via the development of a new communications strategy for the project, along with a new project charter and potential Phase 4 engagement strategy, as directed by Trust Council or its committees in early 2023.

Clare Frater, Director, Trust Area Services	**November 2, 2022**
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.1).

TO BE COMPLETED BY INITIATOR	

Initiated by (name, title):
Trust Programs Committee
 	
Business Area:
Trust Council Services: Trust Area Services
 	
Name of Request:
Stewardship Education Program: $20,000
	Budget Source (select all that apply):
	
	[x] **Specific Project Funding** (select all that apply)
	    [x] Third Party Contractors
	    [ ] Staff Travel Expense
	    [ ] Staff Overtime Expense
	    [ ] New Staff Member – Temporary for project
	    [ ] Computer Hardware/Software
	
	[ ] **Furniture & Equipment**
	
	[ ] **Computer Hardware/Software/Supplies**
	
	[ ] **New Staff Resources** (see Staff Costing Tool)
	    [ ] **Permanent**
	    [ ] **Temporary**
	        Temp Duration: ___________________
	
	[ ] **Other – please describe:** ______________________

Date of Funding Request Submission: August 26, 2022	**Funding Required for (date range):** FY2023/2024

ISSUE/OPPORTUNITY:

Trust Area communities play a critical role in supporting the Islands Trust Object. There is a need to broaden public and industry awareness about the uniqueness of the Islands Trust mandate and local bylaws, and to empower the public with education and tools to help preserve and protect local ecosystems and cultural heritage in the Islands Trust Area.

This budget request is to request funds to support stewardship education activities (e.g. educational webinars, workshops), including the Living in the Trust Area mailing to new residents, into the new term.

In FY 2020/21, with a budget of $15,000, Trust Programs Committee (TPC) successfully delivered Phase 1 of the program - a series of three climate action stewardship education webinars on the topics of rainwater harvesting, ecosystem-based adaptation, and eelgrass/blue carbon.

In FY 2021/22, with the Stewardship Education program budget of $24,000 (actuals spent was $15,000) the Committee supported development of a "Living in the Trust Area" package which was mailed to 1000 new property owners across the Trust Area in March 2022. The package included newly designed Islands Trust brochures, stewardship tips booklets, groundwater conservation brochures, as well as localized government service contact lists. The full budget was underspent as the committee was not able to offer webinars or other education programs due to staff resources being allocated to the Islands 2050 Policy Statement Phase 3 engagement.

In FY 2022/23 Trust Council budgeted $13,000 and TPC adopted a project charter allocating all the funds to three mailings of the Living in the Trust Area package and distribution of the materials to renters via community groups.

PROJECTED RESULTS/DELIVERABLES:
The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2023/24.

RISK ASSESSMENT:

The main risk to stewardship education programming is staffing vacancies or reallocation of staff to other priorities. The Living in the Trust Area mailing project has been designed to require limited staff time with BC Mail undertaking most of the work. Staff will clearly advise Trust Programs Committee of staff capacity and will recommend use of contractors as appropriate.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Budget a higher funding amount.

Option 3: Do not budget for stewardship education.

Option 4: Budget general funds for Trust Programs Committee programming without calling it stewardship education.

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

RECOMMENDED OPTION:
That $20,000 be budgeted for the Stewardship Education Program.

COST/BENEFIT ANALYSIS:
Quantitative Analysis:

- $20,000 for the Stewardship Education Program for FY 2023/24

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

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

PROPOSED IMPLEMENTATION STRATEGY:
Staff would develop a project charter(s) for the Trust Programs Committee to guide stewardship education work. There are staff procedures available to guide a mailout of the Living in the Trust Area package.

STAFF RESOURCING:
Trust Area Services staff will support delivery of the project. The Living in the Trust Area project is expected to require approximately 50 hours of the Program Coordinator position. Additional staff hours will depend on the activities selected by Trust Programs Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Change management, communication and collaboration will be addressed via the strategies outlined in the project charter and as directed by Trust Programs Committee during consideration of next steps.

The program would be supported by a communications plan. Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

Clare Frater, Trust Area Services for Trust Programs Committee	August 29, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title):
Trust Programs Committee

Business Area:
Trust Council Initiatives - Trust Area Services

Name of Request:
Secretariat Services: $15,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ___________________

☐ **Other – please describe:** ______________________

Date of Funding Request Submission:
August 26, 2022

Funding Required for (date range):
FY2023/2024

ISSUE/OPPORTUNITY:
The *Islands Trust Act* states that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the Trust Area and its unique amenities and environment. In September 2020, Trust Council adopted a Secretariat Services Policy. Trust Programs Committee has provided secretariat service support to coordination groups in the Trust Area such as the Baynes Sound / Lambert Channel Regional Forum, Howe Sound Community Forum, and Southern Gulf Island Regional Forum. This support includes both Islands Trust in-kind staff time, and the hiring of administrative consultants and workshop facilitators.

There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations and community members on a regular basis to discuss matters of mutual interest/concern.

Over the years, coordinating bodies and trustees raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators.

In FY 2022/23, Trust Programs Committee allocated $15,000 budgeted by Trust Council to support four coordination groups and staff support to one coordination group.

In FY 2021/22, Trust Programs Committee allocated $12,000 budgeted by Trust Council and 70 staff hours to support five coordination groups.

In FY 2020/21, Trust Programs Committee allocated $11,000 budgeted by Trust Council to support four coordination groups.

PROJECTED RESULTS/DELIVERABLES:

Continued support to coordination groups in the Trust Area that further the Islands Trust Object.

RISK ASSESSMENT:

The main risk to secretariat services programming is staffing vacancies or reallocation of staff to other priorities. Staff will clearly advise Trust Programs Committee of staff capacity and will recommend use of contractors as appropriate.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount and provide reduced secretariat service levels to coordination groups.

Option 2: Budget a higher funding amount and increased capacity to provide secretariat service levels to coordination groups.

Option 3: Do not budget for secretariat services and provide no secretariat services levels to coordination groups.

CRITICAL SUCCESS FACTORS:

Some limited staff time must be available to manage contractors and work with partners. Staff estimate that up to 100 hours (approx. three weeks) may be required to manage four contracts and work with the coordination groups, as well as provide direct administrative support should TPC decide to allocate staff time.

There must also be available contractors willing to take on the coordination/secretariat work.

Trust Programs Committee must decide on the amount of funding to be allocated to the various groups.

RECOMMENDED OPTION:

That $15,000 be budgeted for the Secretariat Services.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$15,000 to fund requests from groups for FY 2023/24

Qualitative Analysis:
Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area and to learn from these groups, which advocate on similar issues of interest to Islands Trust residents and trustees. Supporting these local groups strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build long-term collaborative relationships. Some of these groups also offer an opportunity for more targeted and effective collaboration with First Nations and regional districts in the Trust Area.

PURCHASING PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

Following the Secretariat Services policy, Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If Trust Programs Committee indicates an interest in providing administrative support to certain coordination groups, staff will work with the coordination groups to determine the exact nature of the support, the timeframes, and expected workload.

STAFF RESOURCING:

Staff estimate that up to 100 hours (approximately three weeks) of the Program Coordinator's time may be required to manage contracts and work with the coordination groups, as well as provide administrative support should TPC decide to allocate staff time.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Funding for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff may promote the Islands Trust's contributions, as appropriate.

Clare Frater, Trust Area Services for Trust Programs Committee	August 26, 2022

Initiator Name, Title

Date

Reviewed by Department Lead: Name, Title

Date

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 12, 2022
From:	Regional Planning Committee	**Date Prepared:**	August 24, 2022
SUBJECT:	2023/24 Funding Request for Regional Planning Committee		

PURPOSE:

To advise Financial Planning committee of a $100,000 budget request for 2023/24 Fiscal Year from the Regional Planning Committee.

BACKGROUND:

On August 24, 2022 the Regional Planning Committee passed the following motion:

> That the Regional Planning Committee requests that Trust Council include $100,000 for Regional Planning Committee Strategic Plan projects in the 2023-24 fiscal budget.

ATTACHMENT(S):

1. **None.**

FOLLOW-UP:

Advise Regional Planning Committee of Financial Planning Committee recommendations.

Prepared By: Stefan Cermak, Director, Planning Services / August 24, 2022

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 25, 2022
From:	CAO	**Date Prepared:**	November 20, 2022
SUBJECT:	2023/24 Funding Request for Governance Committee		

PURPOSE:

To advise Financial Planning Committee of a $15,000 budget request for 2023/24 Fiscal Year from the Governance Committee.

BACKGROUND:

On August 24, 2022 the Governance Committee discussed, but failed to pass a resolution about, requesting $20,000 from the 2023/24 budget. In September 2022 Trust Council adopted Policy 2.3.5 Governance Committee Terms of Reference which includes the following policy language:

> *B5. The Governance Committee may contract external expertise to provide advice subject to:*
> *a. funding by Trust Council and*
> *b. at the discretion of the committee.*

ATTACHMENT(S): None.

FOLLOW-UP:

Advise Governance Committee of Financial Planning Committee recommendations.

Prepared By: Clare Frater, Director, Trust Area Services
Approved By: Russ Hotsenpiller, CAO / November 21, 2022

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 25, 2022
From:	**Stefan Cermak, Director, Planning Services**	**Date Prepared:**	November 10, 2022

SUBJECT: **Planning Services – Projects Feasibility Assessment**

PURPOSE

To provide the Financial Planning Committee with a feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2023/24) to projected available staff resources.

SUMMARY

The Regional Planning Team provides planning services for projects over $5,000. The estimated annual availability of planning staff time on the Regional Planning Team time is approximately 3,300 hours when fully staffed. Staff estimate a total 4,000 hours of requested staff time based on business case submissions and carryover of unspent funds from the current fiscal period to the next. The deficit of planning staff time will need to be addressed by amending the ambitious scope of some of the larger projects and/or reducing corresponding staff hours to manage projects. Reducing staff hours without reducing scope would lead to reduced quality and/or extended timelines.

Local Trust Committees may seek Islands Trust Council approval to fund additional operations via a special tax requisition, only applicable to the specific Local Trust Area, if the Islands Trust Council does not approve the additional operations funding in the general budget.

BACKGROUND & ANALYSIS

Planning Services staff provides direct planning services to Trust Council's Regional Planning Committee and Local Trust Committees. Planning resources are allocated based on available resources as per Trust Council policies.

Regional Planning Committee

The Regional Planning Committee (RPC) undertakes projects to achieve actions in the Trust Council Strategic Plan and responsibilities as outlined in their terms of reference (Policy 2.3.2).

In 2022/23 the RPC requested funds for mapping groundwater recharge, mapping First Nations heritage, and hosting a Housing Forum. The groundwater recharge mapping was completed, the housing forum is scheduled for March 2023 and the heritage overlay mapping (phase 2) was not initiated due to loss of key staff, the loss of the contractor, and early feedback from various First Nations promoting establishing stronger relationships before creating culturally sensitive deliverables. The project will require reconsideration of strategy.

For the 2023/24 fiscal year, the RPC has requested two items:

1. $18,000 for a co-op student to assist the Senior Freshwater Specialist undertake coordination activities relating to education of staff, trustees, and public with respect to mapping, data management, and other strategy deliverables. Staff time spent on this includes drafting and posting the opportunity and developing and managing the student's work plan. This is captured as a staffing position thus not listed under the projects resource request and not assessed for its feasibility in this report.
2. $100,000 as a "placeholder" so that the RPC may consider its priorities after elections and at the beginning of the new political term. This funding would mostly be allocated to achieve Strategic Plan projects assigned by Trust Council. In 2022/23 the Regional Planning Committee was working on groundwater mapping as part of the implementation of Trust Council's ten-year Freshwater Sustainability Strategy. Staff have been developing a Freshwater Sustainability Implementation Plan business case for RPC consideration. The draft currently includes a $50,000 request to create a dedicated communications portal and related communications materials. The estimate is 200 hours of staff time. The request for resources would fit within the RPCs request for $100,000 (half of the requested fiscal resources if supported). The estimate of staff hours has been used as a basis to estimate staff hours for the placeholder request. See Table 1 for summary of RPCs FY2023/24 resource request.

Resource requests for RPC Projects are included Table 1 below. The blue fill colour indicates quarters in which the project would be active. The "X" indicates targeted completion date. Business case submission details and general descriptions of the projects are available elsewhere in the Financial Planning Committee's agenda.

Table 1 2023/24 RPC Resource Request

Project	Trust Body	Budget ($)	est. staff time (hrs)	FY2022/23		FY2023/24			
				Q3	Q4	Q1	Q2	Q3	Q4
Housing Forum	RPC	$5,000	40		X				
Placeholder	RPC	$100,000	400						
Subtotal (FY2023/24)		**$100,000**	400 + tbd						

Local Trust Committees

Minor Local Trust Committee (LTC) projects (projects under $5,000) are not listed below. Each LTC is permitted one minor active project (SS LTC may have up to three pending available resources). A total budget of **$36,000** for these projects is captured in a separate line item in the proposed 2023/24 budget. Staffing resources are from a separate team within Planning Services.

Business case submissions for additional operations, projects over $5,000 in FY2023/24, include:

- One new project, the Gabriola Official Community Plan (OCP) and Land Use Bylaw (LUB) Comprehensive Review Project;
- One ongoing project that has been significantly amended to include new details, the Salt Spring Island OCP and LUB Major Review (this is an amalgamation of ongoing projects related to housing, wildfire, and watersheds and expansion into a broader review as well as including a LUB review);
- Four ongoing projects, the Denman Island Housing Review, Gambier Island OCP and LUB Targeted Review, Hornby Island OCP Amendment, Salt Spring Island Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan; and
- One ongoing coordination project, Salt Spring Island Watershed Protection Alliance (SSIWPA) – which is proposed to be funded via special property tax requisition (only property owners in the Salt Spring Local Trust Area would be taxed for this project).

Resource requests for LTC Projects are included Table 2 below. The blue fill colour indicates quarters in which the project would be active. The "X" indicates targeted completion date. The "→" indicates the project is proposed to extend beyond FY 2023/24. Business case submission details and general descriptions of the projects are available elsewhere in the Financial Planning Committee's agenda.

Table 2 2023/24 LTC Additional Operations Resource Requests

Project	**Trust Body (LTC)**	**Budget ($)**	**Est. staff hours**	**FY2022/23**		**FY2023/24**			
				Q3	Q4	Q1	Q2	Q3	Q4
Housing Review	DE	$18,000	400						**X**
OCP and LUB Review	GB	$60,000	600						→
OCP and LUB Review	GM	$16,000	600						**X**
OCP Review	HO	$15,000	400						**X**
OCP & LUB Review	SS	$227,000	900						→
OCP Review: Ganges (Shiya'hwt / SYOW̱ T) Village Area Plan	SS	$86,500	600						**X**
SUBTOTAL		$422,500	3,500						
SSIWPA (tax req.)	SS	$75,500	100						→
TOTAL		$498,000	3,600						

Legend:

- Trust Body: DE = Denman; GB = Gabriola; GM = Gambier; HO = Hornby; SS = Salt Spring
- X = targeted completion
- → = Project extends into next fiscal year

The total estimated resources for all of the projects listed above in Table 1 and Table 2 for FY2023/24 is **$598,000 and 4,000 staff hours.**

Funding Options

If Islands Trust Council does not support the additional operations of LTCs as listed in Table 2, Islands Trust Council special property tax requisitions (Policy 6.3.2) permit an individual LTC to request a special tax requisition. Special property tax requisitions are approved by Islands Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget. Please note that this includes all associated islands with a Local Trust Area (ex: Piers Island and Prevost Island within the Salt Spring Island Local Trust Area).

Available Staffing Resources

Long range planning projects requested by the RPC and LTC's with budgets over $5,000 will be undertaken by the Regional Planning Team. The Regional Planning Team will consist of three Island Planners (senior planners), some support from the Senior Freshwater Specialist, and support of a manager. The Regional Planning Team yields an approximate total of 3,300 available planner hours during the fiscal year. This amount discounts the work day to account for administrative duties, as well as leave and holidays.

The Regional Planning Team has recently been formalized by Trust Council policies adopted in 2022 and is expected to be an operational team as of April 2023. To date, this has been an informal group of staff and management. This group has been instrumental in working with the RPC in redrafting Trust Council policies that enhance the efficient and effective delivery of planning services. These policies include:

- Best Practices in Delivery of Planning Services (Policy 5.9.1);
- Priority Setting/Review Guidelines (Policy 6.2.1); and
- Work Program, Follow-Up Action List and Priorities Report (Policy 6.7.1).

The amended policies are designed to support the systematic update of Official Community Plans (OCPs) and Zoning Bylaws / Land Use Bylaws (LUBs) on a regular basis, support realistic expectations for volume and timing of project completion, and the fair, efficient and equitable allocation of staff and financial resources for major and extraordinary Local Trust Committee projects (projects over $5,000).

Comparing Available Staffing Resources to Business Case Submissions

The total estimated available resources for all the project listed above is dependent on Trust Council's final approval of the FY2023/24 budget and an approximate 3,300 hours of planners staff time. The difference between the requested 4,000 hours of staff time and the available staff time of 3,300 hours is 700 hours. The deficit of planning staff time will need to be addressed by either amending the ambitious scope of some of the larger projects and/or reducing expected staff hours to generate deliverables for the Regional Planning Commission.

As well, this estimate may be refined considering the significant amount of requests for third party contractors. For example, Local Trust Committees have requested $422,500 to fund OCP and LUB reviews (this does not include the special tax requisition for coordination services in the SS LTA). Of the $422,500:

- $197,200 (47%) has been requested for engagement and facilitation services;
- $100,000 (24%) has been requested for technical analysis';
- $66,000 (15%) has been requested for First Nations engagement expenses;
- $27,000 (6%) has been requested for communication and education materials; and
- $32,300 (8%) has been requested for other services and deliverables.

While at least 75% of the budget requests are for third party contracts thus relieving staff of directly producing these deliverables, drafting contracts, navigating the procurement process, managing contractors and ensuring quality deliverables also take a significant amount of time.

The risk of not matching the resources to the project scopes is that the projects will become delayed or not completed during FY2023/24.

SUMMARY

The Regional Planning Team provides planning services for projects over $5,000. The estimated annual availability of planning staff time on the Regional Planning Team time is approximately 3,300 hours when fully staffed. Staff estimate a total 4,000 hours of requested staff time based on business case submissions and carryover of unspent funds from the current fiscal period to the next. The deficit of planning staff time will need to be addressed by amending the ambitious scope of some of the larger projects and/or reducing corresponding staff hours to manage projects. Reducing staff hours without reducing scope would lead to reduced quality and/or extended timelines.

Trust Council may decide to fund any LTC project via special tax requisition, instead of including it in the general budget for funding by all Trust areas as a collective. Funding a project via special requisition means only islands within a specific local trust area pay for that project. Assessment of projects for special requisition should be considered in line with Trust Council's Policy 6.3.2 *Special Property Tax Requisition.* LTCs may request that a project be funded via special requisition if Trust Council does not approve the project in the general budget.

ATTACHMENT(S):

1. **None**

FOLLOW-UP:

Given the high dollar value of requested projects and a deficit in staff hours to complete all requested work, staff suggest further discussion to evaluate the projects and whether or not they can be adequately resourced during the fiscal year.

Prepared By: **Stefan Cermak, Director, Planning Services**
Concurred By/Date: **Russ Hotsenpiller, CAO / Nov. 16, 2022**

Islands Trust 2023/24 Business Case Summaries to Financial Planning Committee

Local Trust Committee Projects Business Case Summaries

Denman Island Housing Review Project
Amount: *$18,000*
Sponsor: Denman Island Local Trust Committee

This project funding will support legal review and continued capacity funding to assist First Nations with early and meaningful engagement in development of draft Official Community Plan and Land Use Bylaws and the development of communication and educational information about the bylaws for use at Community Information Meeting(s) and a Public Hearing. These are the final activities of a two-year project to amend the Denman Island Official Community Plan and Land Use Bylaw to increase housing options for affordable and attainable housing. The recommendations for policy and regulatory amendments will aim to minimize impacts of housing generally to better protect the environment while supporting equity, diversity and inclusion.

Gabriola Island Official Community Plan and Land Use Bylaw Comprehensive Review
Amount: *$60,000*
Sponsor: Gabriola Island Local Trust Committee

This project funding will support a consultant-led engagement with First Nations and the public about a comprehensive review of the Gabriola Official Community Plan and Land Use Bylaw. The funding will be used to hire an engagement consultant, capacity funding to assist First Nations with early and meaningful engagement, develop public engagement and communications materials, and host public engagement events. This is the first year of a two-year project with additional costs of $13,000 expected in year two.

Gambier Island Official Community Plan and Land Use Bylaw Targeted Review
Amount: *$16,000*
Sponsor: Gambier Island Local Trust Committee

This project funding will support a targeted review of the Gambier Island Official Community Plan and Land Use Bylaw. The targeted review is focusing on the interconnected issues of heritage preservation and protection (mainly Indigenous natural and cultural heritage) and protection of shoreline and forest ecosystems. The funding will be used to hire an engagement consultant, develop public engagement and communications materials, host public engagement events, and legal advice. This is the second year of a two-year project.

Hornby Island Official Community Plan Amendment

Amount: *$15,000*
Sponsor: Hornby Island Local Trust Committee

This project funding will support a targeted review of the Hornby Island Official Community Plan and Land Use Bylaw. The targeted review is focusing on housing, short term vacation rentals, First Nations acknowledgments, and riparian areas. The funding will be used to hire an engagement consultant, develop public engagement and communications materials, and host public engagement events. This is the second year of a two-year project.

Salt Spring Island Official Community Plan and Land Use Bylaw Major Review
Amount: *$227,000*
Sponsor: Salt Spring Island Local Trust Committee

This project funding will support a major review of the Salt Spring Island Official Community Plan and Land Use Bylaw. The review is focused on updating policies on reconciliation, affordable housing, climate change, protection and management of the natural environment and hazard lands, as well as infrastructure servicing. The project will incorporate technical and neighbourhood studies, and provide opportunities for public, stakeholder, and inter-governmental engagement planning and execution, including capacity funding for First Nations.

Salt Spring Island Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan
Amount: *$86,500*
Sponsor: Salt Spring Island Local Trust Committee

This project funding will support the final stage of the Ganges (Shiya'hwt/SYOW̱ T) Village planning process and drafting of the Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan. The funding will be used to hire a consultant for public engagement and bylaw drafting, provide capacity funding to First Nations to support their participation, develop public engagement and communications materials, and host public engagement events. This is the second year of a two-year project.

Salt Spring Island Watershed Protection Alliance

Amount: *$75,500 (funded via special tax requisition)*
Sponsor: Salt Spring Island Local Trust Committee

The Salt Spring Island Local Trust Committee has been coordinating the Salt Spring Island Watershed Protection Alliance since 2013 using delegated authority from the Islands Trust Council (via Bylaw No. 154). The Salt Spring Island Watershed Protection Alliance provides a cooperative framework for member agencies to pool resources, gather and share information, strategize on integrated policy development, and to coordinate individual agency actions for improved raw water quality, management of quantity, and the health and protection of watersheds, surface and groundwater resources in the Salt Spring Island Local Trust Area. The funding will be used to hire a consultant coordinator, develop and distribute education and communication materials and support meeting costs.

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by:
Heather Kauer
On behalf of the DE LTC

Business Area:
Denman Island Local Trust Committee – LTC projects

Name of Request:

DE LTC – Denman Housing Review Project

2022/23 - $13,500
2023/24 - $18,000

DE-2022-085
It was MOVED and SECONDED,
that the Budget Funding Request Short-Form Business Case for the Denman Official Community Plan and Land Use Bylaw Housing Project be amended by changing the number $2,000 for development of communication and educational info/Community Information Meeting(s) Public Hearing to $12,000.
CARRIED

DE-2022-086
It was MOVED and SECONDED,
that the Denman Island Local Trust Committee endorse the Business Case dated July 6, 2021 for the Denman Housing Review project for fiscal year 2023/24 as amended, and request that staff forward it to the Director of Administrative Services.
CARRIED

Budget Source (select all that apply):

☒ **Specific Project Funding**
- ☒ Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**
  Temp Duration: ____________________

☒ **Other – please describe:**
Honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, facility rental, open-house meetings and material, , legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.

Date initiated: June, 2021

Date required: April 1, 2023 -March 31, 2024

BACKGROUND:
Low diversity of housing types and low rental vacancy are the prominent housing challenges on Denman island. As of June, 2021, the preschool, General Store, and at least one farm are having trouble finding staff, mainly due to lack of housing on the island. With high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

PROBLEM STATEMENT/OBJECTIVES:
Amendments to the OCP and LUB would tackle a range of issues that impact the affordability of housing and the types of housing as they relate to the locations, sizes, and designs of housing development. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current OCP policies and LUB regulations related to housing also need to be updated to implement the recommendations of the *Islands Trust Northern Region Housing Needs Assessment, 2018* and Section 473 of the Local Government Act requiring that OCPs include housing policies that address housing needs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. It is important to note that, the traditional practice is to provide a capacity funding to support First Nations' participation, which amounts to approximately $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review.

The creation of a project of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY22/23)	**Target Duration**	**Cost**
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	One half day	$2,500
Consultant Contract – Public Engagement	Over the course of 2022	$10,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, meetings with stakeholder groups and agencies	Over the course of 2022	$ 1,000
Finding Request for Stage 2 (FY23/24)		
Draft amendment to OCP/LUB – Regional Planning Team	Over 5 months in late 2023	$
Legal review	Focus on review of draft bylaws	$ 6,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2023 - 2024	$ 12,000

Progress update and public meetings	Multiple - TBA	$

ALTERNATIVES CONSIDERED:

Option 1:
Keep the same project charter but consider one or all of the following options:

- Plan public engagement activities that could be accomplished entirely by Regional Planning Team members;
- Extend the proposed project duration;

Option 2:
Request that the Regional Planning Committee develop model OCP policies and LUB regulations that promote affordable housing Trust-wide.

This alternative would maximize Trust budget dollars by creating models that can be considered by all LTCs in the Trust area and not just benefit one LTC. However, the Denman LTC considers housing to be an urgent enough matter in the Denman LTA that a housing project should be prioritized sooner than a Trust-wide process might allow.

Option 3:
Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. The impact of funding this project via special tax requisition is to minimize the impact to the overall proposed Trust Council budget whereas the special tax requisition would have a more dramatic impact on local Denman Island taxpayers.

CRITICAL SUCCESS FACTORS (List):

- Regional Planning Team capacity to manage the project in 2022/23;
- Continued prioritization of the project by Denman Trustees after the 2022 election.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Enhanced engagement with First Nations and stakeholders, APC referral, and online tools are proposed with consultant facilitation.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $13,500 for Stage 1 as per project breakdowns above
- $18,000 for Stage 2

Qualitative Analysis:
If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Denman Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Denman Island.

RECOMMENDED DECISION:

The DE LTC will be seeking approval from the Director of LPS of $5,000 for fiscal 2021/22 to initiate the overall project. The present funding request is for $13,500 for fiscal 2022/23 to allow a consultant to conduct public engagement related to housing on Denman Island. An additional $8,000 is anticipated to be needed in fiscal 2023/2024 to develop bylaw amendments and initiate legal review to complete the project.

PURCHASING PROCEDURE:

Denman Island Local Trust Committee — July 19, 2022

Initiator: — Date

Director/CAO — Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR	
Initiated by: Heather Kauer On behalf for the GB LTC	**<u>Budget Source</u>** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ■ **Other – please describe:** Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Business Area: Gabriola Island Local Trust Committee – LTC projects	
Name of Request: GB LTC – Gabriola OCP and LUB Targeted Review Project 2023-2024 - $60,000.00	
Date of Funding Request: September 29, 2022 GB LTC Resolution: September 29, 2022:	**Funding Required for (date range):** April 2023 – March 31, 2024

ISSUE/OPPORTUNITY:

The Gabriola Island OCP and LUB Comprehensive Review is a top priority project aimed at modernizing and updating the documents. This review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations, honouring the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningfully engagement with Snuneymuxw First Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gabriola Island's OCP and LUB, which have not been substantially updated since 1997 and 1999 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gabriola shoreline protection policies and regulation.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gabriola forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:

The first phase of this project will take place in fiscal 2023-2024 and be dedicated to engagement activities for the OCP-LUB comprehensive review. Drafting and processing bylaws is anticipated to take place in 2024-25.

The LTC is seeking the funds to support the first phase with this business case.

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 1: Coordination with First Nations to develop project scope and preliminary public engagement (2023-24)		
Consultant Contract	Spring 2023	$40,000
First Nation early and meaningful engagement / project scoping	Summer/Fall 2023	$10,000
Public Engagement	Fall / Winter / Spring 2023-24	$10,000
Funding Request for Phase 1: Legislative Process and Implementation (2023-2024)		
1st reading, further engagement, referrals to First Nations and agencies	Spring 2024	$3,000.00
Legal Review	Summer 2024	$5,000.00
Consideration of changes and 2nd reading	Summer 2024	

Community Information Meeting and Public Hearing	Summer/Fall 2024	$3,000.00
3rd reading	Fall 2024	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2024	
Final Adoption	Winter 2024/25	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:
  - Regional Planning Team capacity to manage the project in 2023/2024 and 2024/2025 along with other competing LTC projects that are yet to be approved for that timeframe;
  - Capacity and available expertise to support mapping and data needs within the budget;
  - Other staffs' capacity to provide support to the project in 2023/2024 and 2024/2025;
  - First Nation capacity and interest to engage may not align with project timelines;

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

Increased involvement

- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $60,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

No involvement

- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget;
- Extend timeline to 2.5 – 4 years or longer;

Option 2: Limit review to select topic areas in a targeted review

- Risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would likely result in decrease in overall budget, but not significantly.

CRITICAL SUCCESS FACTORS:

- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION:
The present funding request is for $60,000.00 for fiscal 2023/24 to allow the Gabriola Island OCP-LUB project to progress to begin Phase 1.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$60,000.00 for fiscal 2023/2024 for Phase 1
Assumes a consultant-led comprehensive review of the Gabriola OCP and LUB

Qualitative Analysis:
If no action is taken, Gabriola Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development and housing affordability will continue to be an issue.

PURCHASING PROCEDURE:

- RFP for consultant

PROPOSED IMPLEMENTATION STRATEGY:

- See Projected Results/Deliverables above.

Initiator Name and Title | Date

Reviewed by: Name and Title | Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** ☐ **YES** ☐ **NO**

Next steps:

- If approved by management:
  - the business case will be forwarded to FPC for review in October of each year.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not approved by management:
  - the business case wil be forwarded to FPC for information in October of each year, but not included in the budget draft.

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by: Heather Kauer On behalf for the GM LTC **Business Area:** Gambier Island Local Trust Committee – LTC projects **Name of Request:** GM LTC – Gambier OCP and LUB Targeted Review Project: 2023-2024 - $16,000.00	**<u>Budget Source</u>** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ■ **Other – please describe:** Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Date of Funding Request: September 24, 2021	**Funding Required for (date range):** April 2023 – March 31, 2024

ISSUE/OPPORTUNITY:
The Gambier Island OCP and LUB targeted review is a top priority project aimed at these focussed and interconnected topic areas: heritage preservation and protection (mainly indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan

2019-2022 by undertaking early and meaningfully engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.

- Update Gambier Island's OCP, which have not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:
The third phase of this project will take place in fiscal 2023-2024 and be dedicated to concluding engagement activities for the OCP-LUB targeted review and completing bylaw approvals.

The LTC is seeking the funds to support the second and third phase with this business case.

* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets,* June 2020

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 3: Legislative Process and Implementation (2023-2024)		
1st reading, further engagement, referrals to First Nations and agencies	Spring 2023	$8,000.00
Legal Review	Summer 2023	$3,000.00
Consideration of changes and 2nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	$3,000.00
3rd reading	Fall 2023	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2023	
Final Adoption	Winter 2023/24	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:

  - Regional Planning Team capacity to manage the project in 2022/2023 and 2023/2024 along with other competing LTC projects that are yet to be approved for that timeframe;
  - Capacity and available expertise to support mapping and data needs within the budget;
  - Other staffs' capacity to provide support to the project in 2022/2023 and 2023/2024;
  - First Nation capacity and interest to engage may not align with project timelines;
- Cost of First Nation honoraria, compensation for referral review may be beyond budget;
- Continued prioritization of the project by the Gambier LTC may be at risk after the 2022 election.

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

Increased involvement
- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $75,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

No involvement
- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget, likely funded with LTC project budget funds of under $5,000.00/fiscal;
- Extend timeline to 2.5 – 4 years or longer;

Option 2: Expand the bylaw review to a Comprehensive OCP review or limit to one topic in the targeted review

Expand Review
- Overhaul of OCP and LUB; last reviews were in 2001 and 2004 respectively;
- Possibly extending timeline to 2.5 – 4 years; would continue into next political term;
- Would likely require engagement consultants;
- Would likely result in substantial increase overall budget, which may require use of Surplus or special property tax requisition.

Limit Review to one topic area
- Fewer updated policies, and risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would not likely require engagement consultant;
- Would likely result in substantial decrease in overall budget, funded with LTC project budget funds of under $5,000.00/fiscal.

CRITICAL SUCCESS FACTORS:
- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION:
The present funding request is for $16,000.00 for fiscal 2023/24 to allow the Gambier Island OCP-LUB project to progress to Phase 3.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$16,000.00 for fiscal 2023/2024 for Phase 3
Includes cost savings by limiting consultant involvement to significant engagement events/activities.

Qualitative Analysis:
If no action is taken, Gambier Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development.

PURCHASING PROCEDURE:

- Direct Award to existing consultant for continued engagement;

PROPOSED IMPLEMENTATION STRATEGY:

- See Projected Results/Deliverables above.

Heather Kauer, RPM on behalf of Gambier Local Trust Committee	October 5, 2022
Initiator Name and Title	Date
Reviewed by: Name and Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR	

Initiated by (name, title):
Heather Kauer
On behalf of the Hornby LTC
 	
Business Area: Hornby Island Local Trust Committee – LTC Projects
 	
Name of Request:
 	
HO LTC – Hornby OCP Amendment Review: 2023/24 - $15,000
	Budget Source (select all that apply):
	
	■ **Specific Project Funding** (select all that apply)
	  ■ Third Party Contractors
	  ☐ Staff Travel Expense
	  ☐ Staff Overtime Expense
	  ☐ New Staff Member – Temporary for project
	  ☐ Computer Hardware/Software
	
	☐ **Furniture & Equipment**
	
	☐ **Computer Hardware/Software/Supplies**
	
	☐ **New Staff Resources** (see Staff Costing Tool)
	  ☐ **Permanent**
	  ☐ **Temporary**
	    Temp Duration: ___________________
	
	☐ **Other – please describe:** ______________________

Date of Funding Request Submission: **September 16, 2022**	**Funding Required for (date range):** **April 1, 2023 – March 31, 2024**

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What strategic item(s) is this addressing? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

This funding request is for year 2 of the Hornby OCP Amendment Review project. This project aims to update the OCP and LUB regarding affordable housing, STVRs, First Nations, and Riparian Areas. Consultants were hired in year 1 to facilitate limited engagement and draft bylaws. However, public comments led the LTC to believe more public engagement was warranted prior to bylaws being drafted and reviewed. Funding for year 2 would allow more robust engagement and then allow the consultants to complete their work drafting and processing bylaws.

At their September 9, 2022 regular business meeting, the Hornby Island LTC passed the following resolutions:

> *That the Hornby Island Local Trust Committee request staff revise the business case consistent with the amended project charter. [Endorsed Project Charter attached.]*
>
> *That the Hornby Island Local Trust Committee endorse the revised business case for the Hornby Island Official Community Plan Amendment Review Project and forward to the Financial Planning Committee for consideration in the 2023/24 budget.*

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

OCP and LUB Bylaws would be drafted and processed.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified. Discuss the options that exist to mitigate identified risks)*

This project may not be completed in Fiscal year 2023/24 due to the northern office being short-staffed. First Nations have not been consulted up to this point but presumably would be after first reading of bylaws.

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

Option 1: Request a lesser amount of funding and continue with drafting and processing bylaws with minimal public engagement.

Option 2: Request $25,000 to facilitate even more robust levels of public engagement.

Option 3: Request that the Hornby Island Residents and Rate Payers association conduct a separate set of public engagement activities related to the project not funded or staffed by Islands Trust.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

- Consultants will have to be able to work relatively independent of staff.

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

The LTC is asking for $15,000 in funding for 2023/24 as this seems like a relatively reasonable amount that should enable consultants to continue with public engagement and finish processing bylaws.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

<u>Quantitative Analysis:</u>

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Hornby Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Hornby Island.

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

- RFP – or extension of existing consultant contract.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Consultants would continue public engagement and then draft and process bylaws.

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Planning Staff would be needed to manage the consultant contract, guiding and supporting the project; staff would need to draft staff reports and guide the drafting of bylaws.

Finance staff would be needed to manage the financial end of the consultant contract, invoicing for venue rental and advertisements, and managing the project budget.

Admin staff would be needed to manage website posting, zoom meeting support, mailings, and venue rental for CIMs and Public Hearings. Admin staff would also handle agendas and minutes of meetings where the project is discussed by the LTC, and referral of the bylaws to agencies and First Nations.

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

Heather Kauer, Regional Planning Manager	September 16, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

***Hornby OCP Amendments Review Project* - Charter** v 2.0

Hornby Island Local Trust Committee — Endorsement Date: Sept. 9, 2022

Purpose: To review and update the Hornby Official Community Plan (OCP) and Land Use Bylaw (LUB) regulations with regards to housing, short term vacation rentals, First Nations acknowledgments, and riparian areas.

Background: The LTC identified a “Comprehensive OCP/LUB Review” as a top priority project and requested the Hornby Island Advisory Planning Commission to provide recommendations for OCP and LUB amendments related to four specific topics. The APC spent much of 2021 and early 2022 meeting and providing recommendations regarding amendments.

Objectives

- Amend the Hornby Island OCP and LUB by incorporating recommendations of the Hornby Island Advisory Planning Commission and public feedback on these recommendations

In Scope

- OCP and LUB amendments regarding:
  - Housing
  - STVRs
  - RAPR
  - First Nations
- Community Engagement + Leg. Process

Out of Scope

- Topics beyond the four identified as in-scope;
- Public engagement beyond legislative requirements and community workshops

Deliverables

- One OCP Amendment Bylaw
- One LUB Amendment Bylaw

Workplan Overview

Deliverable/Milestone	Date
Project Charter Endorsed	June, 2022
Execute Consultant Contract	August, 2022
First Community Workshop	October, 2022
Second Community Workshop	Winter, 2022/23
Consultant Report on Workshops and Recommendations for Bylaws	Spring, 2023
1st Reading of bylaws and referral	Spring, 2023
2nd Reading of bylaws and schedule CIM and Public Hearing	Summer, 2023
CIM/Public Hearing	Fall, 2023
3rd Reading and forward to EC and Ministry	Winter, 2023/24
Adoption	Spring, 2024

Project Team	
Island Planner	Project Manager
Consultant	Workshop facilitation and drafting of bylaws
Legislative Clerk	Legislative Process / Bylaw Review
Administrative Office Assistant	Website postings; meeting notices
RPM Approval: *Heather Kauer, RPM* **Date: 9-Sept-2022**	**LTC Endorsement:** Resolution #: 9-Sept-22

Budget		
Budget Sources: TC Line Item Budget allocation		
Fiscal	Item	Cost
2022/23	Consultant Contract	$13,450
2022/23	Workshop Venue Rental / advertising	$850
2022/23	Minute-Taker	$600
2023/24	Consultant Contract	$13,200
2023/24	CIM/Public Hearing	$1,800
	Total	$16,700

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by:
Louisa Garbo

Business Area:
Salt Spring Island Local Trust Committee

Name of Request:

Major amendment to SS OCP and SS LUB</td><td><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

☐ New Staff Resources (see Staff Costing Tool)
☐ Permanent
☐ Temporary
Temp Duration: ____________________

Other – please describe: none</td></tr>
<tr><td>Date of Funding Request: November 10, 2022</td><td>Funding Required for (date range): April 1 2023-March 31, 2024, total ask of $227,000</td></tr>
<tr><td colspan="2">ISSUE/OPPORTUNITY:

This business case involves funding support for a major amendment to the SS OCP and the subsequent SS LUB, and the associated discretionary activities, such as early and ongoing consultation with 13 First Nations that have territorial interests in SSI, external consultants to conduct a robust public engagement process and provide a comprehensive draft of the SS OCP amendment. The major amendment to SS OCP is the final stage for both the Protection of Coastal Douglas-fir Zones and Associated Ecosystems (CDF) and the Housing Action Program (HAP). The SS LUB will also be updated to reflect changes in the SS OCP. Both projects were previously approved Islands Trust.

<u>Protection of Coastal Douglas-fir Zones and Associated Ecosystems:</u></td></tr>
</table>

The CDF's objectives, as indicated in the Project Charter, aims to develop an educational toolkit on the protection of CDF and to complete a wildfire protection study to inform policy development. The next step, the final stage, involves the amendment to the SS OCP on relevant policies and establishing a new development permit area that supports fire mitigation and protection of the CDF ecosystem.

<u>Housing Action Program:</u>
In the past twelve months, the Housing Action Program Task Force explored various measures and made a few recommendations to the SS LTC. Two Bylaws, Bylaw 526 on farm workers housing and Bylaw 530 on Accessory Dwelling Units are proceeding toward the public hearing process, and the Tiny Homes Village Pilot Project has also been launched but will require further promotion and funding. The HAP's next step is preparing for a major amendment to the Official Community Plan. This significant review and revision to the OCP will tackle a range of issues that impact the affordability of housing, the types of housing options, and the environmental sustainability related to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring community water system, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, and archaeological significance will all be examined in the process. Active and meaningful engagement with First Nations based on the standard of *Free, Prior and Informed Consent (FPIC)* and on-going collaboration with external agencies and local organizations as well as the public-at-large will also be part of this planning process.

In summary, the major amendment to SS OCP for the CDF is to develop a new development permit area through an amendment to the SS OCP to implement the wildfire protection study (soon to be completed in December 2022). The major amendment to SS OCP for the Housing Action Program is to review policies on climate change, environmental preservation, and infrastructure servicing related to affordable housing within the SS OCP. The need to amend the OCP was identified in both projects' Project Charter; this business case is to request funding to proceed with the last stage of the process for both projects. Staff will draft the revisions to the SS OCP; the consulting team will developing and facilitating a robust public engagement process, and providing professional input to the draft OCP.

PROJECTED BUDGET:

The funding request for FY23/24 is to cover costs associated with:

Early and ongoing consultation with 13 First Nations with territorial interests on SSI	Approximately 8 months	$26,000 (travel & capacity funding)
Technical analysis with university and agencies	Approximately 6 months	$100,000
Consultant selection process for public engagement facilitation/presentation, and consulting contract	Spring 2023 for six months	$90,000 – consulting contract
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental.	Over the course of 2023	$8,000
Multiple virtual and/or in-person open houses and community engagement meetings	Over the course of 2023	$3,000 – technology support, facility rental, and open houses material
	Total	**$227,000**

RISK ASSESSMENT:

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. If funding is approved, a request to carry over unspent money will likely be required.
There has been no full review of the SS OCP since its adoption in 2008; the last amendment was an update to the industrial lands per Bylaw 488. The current document no longer reflects current issues, particularly on policies relating to climate change, First Nations reconciliation, infrastructure servicing, and various affordable housing related policies.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house, with a less robust public engagement process, and will require significantly more time and resources.

CRITICAL SUCCESS FACTORS:

Skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. The past has demonstrated the challenges of conducting an effective engagement process while balancing competing interests without the ability of staff to appear neutral on the issues. The financial implications of contracting the service may seem to be a reduction of fiscal resources; however, the soft cost, the likelihood of a less successful outreach process, and the additional staff resources required by performing the public engagement in-house may outweigh the cost of contracting a professional facilitator. As attested by the Policy Statement and the Ganges Village planning projects, an effective public engagement process conducted by experienced consultants has proven to be vital to the success of the process.

RECOMMENDED OPTION:

Approve the request for $227,000, to conduct a major amendment to the SS OCP to complete the final stage of the work on the CDF and the Housing Action Program projects.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $90,000 for a contract with a consultant with experience in a public engagement program, from designing visuals, preparing the technical aspect, conducting the facilitation and outreach, to analysing, summarizing and presenting the outcome, and providing professional third-party review of the draft amendment.
- $100,000 for technical analysis is a much needed component to support various policies; funding will be require to work with university and local and provincial agencies, potentially through a consultant.
- $26,000 for early and ongoing consultation with First Nations will result in $2000 per nation should all agree to participate, or offer a higher amount to those who participate and on behalf of other nations through the strength of claim concept.
- The cost of $21,000 is based mainly on the previous public engagement program; the cost of printing and distribution to the island is substantial but critical and effective, and facilities rental and technology support are estimates based on previous events.

Qualitative Analysis:
Per the Islands Trust "Best Management Practices For Delivery Of Local Planning Services," the CDF and the HAP are considered extraordinary projects as both involve a major amendment to the SS OCP (and likely a few subsequent LUB amendments). There was unspent money from the previous budget in 2021 but was not being carried over to 2022. As a result, the RFP for a consultant to conduct the public engagement process for HAP was cancelled.

To undertake the major amendment to the SS OCP will require significant funding support. Data collection and analysis has always been missing in the policy development work for recent bylaws and OCP amendments. In order to conduct a comprehensive review and update, consultation with expertise will be necessary. Furthermore, many efforts at the front end on the two projects had been undertaken; unless the SS OCP is updated to reflect the findings and recommendations, all the work completed to this stage would be futile.

If the public engagement process has to be done in-house, the amount of time required will be substantially longer than in the proposed timeline originally anticipated in the two Project Charters. Without the consultant's support, all the relevant activities within the SS OCP process will be conducted in a more linear process. The preparation, design and facilitation of the various public engagement events, the analysis and drafting of the OCP bylaw, and the subsequent presentation preparation, and the report summary are all very time-consuming. Instead of processing the various steps (including research and analysis of existing conditions and efforts, collaboration and consultation with agencies, community leaders and First Nations, supporting the Task Force activities, working with potential partners such as the universities, research, competing for potential grant funding, and the subsequent drafting of the OCP) while the consultant is launching the public engagement program, many of those tasks will have to be pushed back to work on a public engagement program, the proposed timeline of one year will not be realistic. If a public engagement process is to be conducted in-house, it will impact other planners with a full-load of responsibilities and assignments and the administrative staff's functions.

The consultant team will draw on their experience and propose a creative and responsive public engagement process that to achieve the desired goals and outcomes for the Salt Spring community. They will interview key stakeholders, interest groups, communities, and others who may be the focus of an engagement process. The contract will include the design of a public engagement plan, the facilitation of engagement activities, participation logistics, prepare materials and/or translation, offering interacting tools for public engagement, recording and documenting public input received, conducting an ongoing assessment of engagement activities, summary and presentation of the outcomes to LTC, and other activities as appropriate.

Given the culture in the Salt Spring community, along with certain predetermined ideas of solutions, along with the cynicism towards government at all levels, coupled with diverse and at times, opposing interests within the community, the public engagement program must be done cautiously to transform any pre-conceived mind-sets and to inspire collective common visions. Bringing in a skilled consultant, a neutral third-party professional to help plan, design, facilitate, present, and most importantly, introduce innovative engagement approaches to the process can ensure successful outcomes. We need to draw on the skill sets and experiences, as well as the models or techniques that a professional group can offer to better respond to the public participation needs unique to the Salt Spring community.

PURCHASING PROCEDURE:

Per Islands Trust and BC procurement process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

RFP in early 2023, consulting services in late spring, completion of public engagement by late summer, draft OCP by late full for first reading on draft SS OCP.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Engagement tools will be developed, and a general stakeholder groups have been identified from previous efforts. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities has also been developed.

Louisa Garbo, Acting Regional Planning Manager
Initiator Name and Title

August 15, 2022
Date

Stefan Cermak, Director, Planning Services
Reviewed by: Name and Title

Sept. 19, 2022
Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** ☐ **YES** ☐ **NO**

Next steps:

- If approved by management:
  - the business case will be forwarded to FPC for review in NOVEMBER.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year
- If not approved by management:
  - the business case wil be forwarded to FPC for information in NOVEMBER of each year, but not included in the budget draft.

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by: Louisa Garbo	**Budget Source** (select all that apply): **X Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ **Other – please describe:**
Business Area: Salt Spring Island Local Trust Committee	
Name of Request: Ganges Village Area Plan	
Date of Funding Request: November 10, 2022	**Funding Required for (date range): April 1 2023-March 31, 2024, total ask of $86,500**

ISSUE/OPPORTUNITY:

On November 10, 2020, the SSI LTC passed the resolutions adopting the Project Charter, budget and Engagement Plan for the Ganges Village Planning Project. Since then, a Ganges Village Planning Task Force (aka Special Project Advisory Planning Commission) was formed, meeting twice a month to explore issues, policies and visions, and offered recommendations to the SS LTC. A consulting team was retained to conduct a robust public engagement program, working in conjunction with the Task Force. The consulting team also facilitated a two-day workshop with the Task Force and a community Design Idea workshop. A comprehensive report summarizing the public engagement program by the consulting team is available on the project webpage.

This budget request is for the final stage of the Ganges (Shiya’hwt/SYOW̱T) Village planning process to draft the Ganges (Shiya’hwt/SYOW̱T) Village Area Plan. The title of the area plan was suggested by Lyackson First Nations.

Ganges Village is the urban core of the Islands Trust Area and faces unique demands on a scale and intensity not experienced elsewhere within the Trust area. Previous community engagement efforts in relation to Ganges Village Planning were undertaken in 1995 and again in 2006. Much has changed since then while much remains unresolved. For example: Ganges is a First Nations village site, Ganges is subject to sea level rise with the greatest social, economic impacts in the Trust area, Ganges is the focal point of homelessness on Salt Spring Island and has the greatest per capita homeless population in the Capital Regional District, Ganges infrastructure is aging and being replaced or upgraded which requires consideration of growth patterns, Ganges is subject to a moratorium restricting new connections to the community water system. Ganges is the economic driver for Salt Spring Island, and to large extent, the Trust area, and with high land values comes desires to revitalize properties, hotels, harbours, and key institutional lands. Meanwhile policies are woefully outdated and do not reflect Trust Council's implementation of the First Nations Engagement Principles Policy, Trust Council's Reconciliation Declaration, and Trust Council's declaration of a Climate Emergency. To address these numerous issues, the SSI LTC has directed staff to create a Project Charter that will deliver a Ganges Village Area Plan.

This project provides the SSI LTC the opportunity to advance various objectives within the Trust Council Strategic Plan including, but not limited to, the following topics:

- *Mitigate and adapt to climate change impacts*
- *Improve community engagement and participation in Islands Trust work*
- *Strengthen housing affordability*
- *Strengthen relations with First Nations and to advance Trust Council's commitment to Reconciliation*

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY23/24 is to cover costs associated with:

Consultation and coordination between LTC and 13 First Nations	ongoing	$26,000
Consultant selection process for drafting the area plan and the public consultation of the area plan	Spring 2023 for six months	$50,000 – consulting contract
Task Force meetings	Over the course of 2023	$3,500 – (Cost anticipates advertising, and minutes taking at ±$25/hr)
Technology (mapping, data analysis, etc.) and administrative support for public consultation process	Over the course of 2023	$2,000
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2023	$5,000
	Total	**$86,500**

RISK ASSESSMENT:

Ganges Village is the Islands Trust's core urban centre, it is facing an immense demand for development. It will grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, which includes their commitment to First Nations Reconciliations, protection and preservation of the environment, and Climate Change without an area plan to provide specific guidelines for future development.

This is the final stage of the Ganges Area Plan planning process, community has the expectation of an area plan being completed to guide the future of the core area. First Nations also anticipate being part of the process to address the future of Ganges Village as the area continue to grow and prospect with First Nations being part of the process.
ALTERNATIVES CONSIDERED: **Option 1:** Undertake the drafting of the area plan in-house. This option will require substantially longer timeframe to complete this project, which has already been nearly two years in the making. There is limited resources in the SS office, to undertake the drafting of the area plan, the consultation with 13 First Nations, the facilitation of the Ganges Area Planning Task Force, the collaboration with agencies through the existing Technical Working Group, along with public consultation of the draft area plan and various discretionary process will be quite overwhelming for the staff involved. **Option 2:** Instead of creating a standalone document of an area plan, only amend the existing section of the SS OCP – Section B.5.2 Ganges Village Designation, as part of the major amendment to the SS OCP process. This option will provide limited ability to address issues relating to Ganges Village holistically as identified in the original Project Charter. **Option 3**: Keep the same project charter and budget but fund the project via a Special Tax Requisition. This project is not relevant to just Salt Spring Island, Ganges Village being the urban heartbeat of the Islands Trust area and Ganges Village Planning is vital to the health of the Islands Trust's communities as a whole. The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. Salt Spring Island contributes the greatest portion of funding to the Islands Trust federation model. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers.
CRITICAL SUCCESS FACTORS: With an unbiased, neutral third-party professional to draft the area plan (based on recommendations from the completed engagement program and the Ganges Village Planning Task Force), will help to address public opinions and the pre-conceived notion of the island Islands Trust's staff.
RECOMMENDED OPTION: Approve the request for $86,500 as requested.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis</u>: • $50,000 for a contract with a consultant with experience graphic design to content writing. Professional consulting to write area plan usually cost way over $100,000, but the cost usually included the public engagement component, since the engagement process has been completed, the cost should be substantially lower. • $7,000 on technical support and educational material are estimates based on prior processes. • $3,500 on task force meetings are estimates based on previous years.

• $26,000 as capacity fund for First Nations is a low estimates. SS LTC put a pause on the planning process to focus on collaboration with First Nations, this commitment requires funding support. • The total cost of $86,500 is very near to the amount that was not carried over from 2021 to 2022 and the amount that was cut by the Executive Committee in early 2022.
PURCHASING PROCEDURE: As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: Implementation is for the last stage of the Ganges Village Area Plan planning process as identified in the Project Charter and approved by SS LTC and the Regional Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: A standard educational and informational online tools have been developed, and a general stakeholder groups was identified in the Ganges Village Public Engagement Program conducted by the consulting team which included a specific list of contacts of stakeholders, community groups, relevant agencies, and various First Nations communities.

Louisa Garbo, Acting Regional Planning Manager	August 15, 2022
Initiator Name and Title	Date
Stefan Cermak, Director, Planning Services	Sept. 19, 2022
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** ☐ **YES** ☐ **NO**

Next steps:

- If approved by management:
  - the business case will be forwarded to FPC for review in NOVEMBER.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year.
- If not approved by management:
  - the business case wil be forwarded to FPC for information in NOVEMBER of each year, but not included in the budget draft.

Islands Trust 2023/24 Business Case Summaries to Financial Planning Committee

Operational Projects Business Case Summaries

& Staffing Business Case Summaries

Local Trust Committee Meeting Administrator - 1.0FTE
Amount: $65,700 first year, $78,000 subsequent years
Sponsor: Executive Committee

This new full-time administrative position is being proposed in response to growing public expectation of livestreaming/recording of in-person local trust committee meetings. This has not previously been a responsibility of staff. This position will take responsibility for coordination of livestreaming/recording of in-person local trust committee meetings including the on-site hardware set up tasks undertaken in 2022 by LTC Chairs. As a pilot in 2022, LTC Chairs supported livestreaming and recording but found the work to transport, set up and use virtual meeting hardware and software difficult to balance with the focus required to effectively chair meetings. In addition to salary/benefit costs, the funding request also includes travel costs, computer equipment, and training funds.

Administrative Coordinator -1.0FTE
Amount: $75,250 first year, $90,000 subsequent years (BIM contributes)
Sponsor: Executive Committee

This new full-time administrative position is bring proposed in response to expanding workloads and new work that cannot be accommodated by existing staff who are already working at full-capacity. The position will have responsibility for development and redevelopment of procedures throughout the organization, maintenance of contact and referral information, administrative assistance for reconciliation activities, including protocol agreement development meetings and records management, administrative assistance to the new Governance Committee and a future Accessibility Committee. In addition to salary/benefit costs, the funding request also includes computer equipment, and training funds.

Planning Services Administrative Adjustments
Amount: $33,000
Sponsor: Executive Committee

The scope, amount and complexity of administrative duties associated with land use planning has increased in recent years. To respond to this shift and ensure the Islands Trust has, and retains, people with the skills appropriate for the work demands, the project will see an upwards shift in classification for three Planning Team Assistants (one in each office) from grid level 9 to grid level 11 and for three Legislative Clerks (one in office) from grid level 15 to grid level 18.

Freshwater Technical Coordinator Co-op Student – 0.3FTE

Amount: $30,000 (BIM contributes)
Sponsor: Executive Committee

The Freshwater Technical Coordinator will share freshwater information with the public and will help develop communication materials. The post-secondary student will also undertake data management and other technical tasks related to freshwater protection work of local trust committees. The Freshwater Technical Coordinator will have experience in GIS and will support the development of freshwater mapping layers that will be available to the public, trustees and staff.

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by (name, title):
David Marlor, Director, Legislative Services</td><td rowspan="3"><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

☒ New Staff Resources (see Staff Costing Tool)
☒ Permanent
☐ Temporary
Temp Duration: ___________________

☐ Other – please describe: ______________________</td></tr>
<tr><td>Business Area:
Legislative Services serving Local Trust Committee Services</td></tr>
<tr><td>Name of Request:
Meeting Administrator (full-time): $65,700</td></tr>
<tr><td>Date of Funding Request Submission:
11/8/2022</td><td>Funding Required for (date range):
$65,700 for 2023/24 (10 months (June 1 to March 31))
$78,000 plus collective agreement salary increases for subsequent years</td></tr>
<tr><td colspan="2">ISSUE/OPPORTUNITY:

Prior to the return of live meetings administrative staff (i.e. Planning Team Assistants, Administrative Assistants, and Legislative Clerks) were responsible for hosting purely digital public meetings in the form of Zoom webinars. Primary duties included management of town hall speakers, breaks (communicating return times), initiation of live stream and recording, and basic user support (microphone and camera management). Although these duties did not require 100 percent of their attention, fluctuating meeting</td></tr>
</table>

demands required a portion of their focus at all times, thereby excluding them from other duties that required their full attention (i.e. front desk management, application processing, etc.).

Upon returning to in person public meetings, local trust committee wanted to retain the electronic portion of their meetings. At the most basic, this involved livestreaming, and at the more complex this involves full public participation either electronically or in-person.

To accommodate the basic support of live-streaming, the Local Trust Committee (LTC) chairs were provided hardware kits that included a laptop, combination camera, speaker and microphone, Wi-Fi hub and tripod. The laptop was preconfigured with Zoom and an open source video record and/or live streaming package (OBS). When sufficient internet connectivity was available a scheduled Zoom meeting was provided to the chairs to initiate and host. Meeting management was limited to starting the live stream and recording, and ensuring all remote participants were present. In the absence of internet connectivity the chairs were directed to record the meeting using the OBS software and ftp the resultant file to staff post meeting.

For some local trust committee where full electronic participation was required, administrative staff had to provide support by administering the meeting from the office. This involved ensuring that people wishing to speak were able to do so, and managing the meeting electronically. Technical support was provided by Islands Trust Information Systems as needed.

This deployment model for the basic level has proven successful to date in a number of respects.

- Reduced time demands on Administrative staff, thereby freeing up some time for duties associated with their defined jobs.
- Hardware management and audio/video capture quality feedback has been positive.
- Majority of the in person meetings have been successfully recorded, streamed, and published to the Islands Trust website.

However, after surveying (See Appendix A) LTC Chairs, Meeting Administrators and IS staff a number of concerns have been raised.

LTC Chair concerns are largely centered on logistics associated with hardware transport, and the time and focus demands of meeting administration, as described below.

- Limited time between arrival at venue and scheduled start of meeting, with hardware setup contributing to already tight timelines.
- Weight of the kits have proven challenging given remote nature of some of the LTC venues (i.e. no road access or preference to travel via bicycle).
- Confusion surrounding when to use Zoom or OBS software (follow up training has been provided).
- Overseeing meeting hardware and software requires a portion of focus, which should be directed fully to chairing meeting. (i.e.-adjusting camera focus, starting/stopping recording, etc)

Meeting administrators indicated that they have sufficient information (i.e. venue internet bandwidth) and time to effectively schedule and publish meetings. A number of individuals did however note growing pressure, from trustees and the public, to provide greater digital access to LTC meetings (i.e. increasing time spent reviewing electronic documents for privacy issues, uploading and managing files to the internet, etc). Administrative staff expressed concern that this would lead to an even greater demand for administrative time and resources.

The current approach has resulted in an increased demand for staff time and resources relating to the deployment and support of the LTC hardware kits.

- Support calls, primarily associated with meeting setup have increased.
- Recording management is a new resultant service request, as recordings often require editing and encoding in preparation for publication.

Overall there is general agreement amongst those surveyed that the current approach is not sustainable, and that increasing digital access would only exacerbate the situation. LTC Chairs, meeting administrators and IS have all suggested that digital LTC Meetings would benefit from the addition of an individual responsible for hardware setup and administration, and expanded meeting administration.

PROJECTED RESULTS/DELIVERABLES:

The projected results/deliverables associated with this funding request include:
- Administrative capacity to manage and administer most local trust committee meetings, including special meetings, public hearings, and community information meetings
- Reduction of workload for existing planning administrative staff to allow them to focus on the administration of planning application, local trust committee agendas and administrative support to local trust committee land use projects

RISK ASSESSMENT:

Risks	Impact	Mitigation
One person will not be able to attend all LTC meetings, and therefore will not be able to deliver or manage on-site equipment to every meeting	Medium	• Still require other administrative staff to support on some Islands
Classification may come back at higher classification to that requested	Medium	• Cost would be higher than estimated; adjustment to future budgets would be required

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:
Maintain existing digital meeting strategy, continuing to deploy audio/visual hardware via Committee Chairs, with them also functioning as meeting host, and tasking administrative staff with pre-meeting coordination and configuration and live meeting streaming and recording.

This option does not address any of the concerns expressed by LTC Chairs, or Administrative and IS staff.

Option 2 – Private Contracted Coordination
Contract out administration of local equipment and online meeting to individual private contractor.
- Potential high cost for contracted services

Option 3 – Minute Taker Contracted Coordination
Contract out administration of local equipment and online meeting to island minute takers. Note that this approach would require the purchase of additional hardware kits, to be distributed to the respective islands.
- Minute takers would need to be trained to undertake these additional duties
- Still potential need for Information Services support, and as such may not reduce workload for Islands Trust staff.

Option 4 – Planning Services Staff Coordination
Direct planning services staff meeting attendance and administration of local equipment and online meeting. No additional equipment required.

- This would require the Island Planner to set up, take-down and administer the meeting. This would take away from the planners primary professional role of providing advice to the local trust committee.

Option 5 – LTC Meeting Administrator (full time)
Hire a public meeting Administrator, managing all aspects of digital committee meetings, including attending meetings when necessary (and possible), work with management to establish meeting standards and ensure they are met, review and upload meeting recordings, coordinate the setup, management and take-down of the electronic equipment at the meeting, and administering digital meetings. Essentially this position, reporting to the Director, Legislative Services, would over-see all aspect of the electronic component of local trust committee regular meetings, special meetings, public hearings, and community information meetings. The role would have elements of information system knowledge and skills to troubleshoot and ensure smooth operation of the meeting, but would not replace need for Information System support in certain situations.

Staff researched other local governments and their approaches. The City of Waterloo in Ontario has implemented a similar position for comparison and consideration (See Appendix B).

This project will provide the following benefits:

- Reduction in workload for local planning services administrative staff, freeing them to focus on land use planning and meeting agenda support to the local trust committees
- Protect the Island Planner from becoming meeting administrators by virtue of being the only staff at the meeting and a need to set up, management and take down recording, streaming and live electronic meeting management equipment.
- Reduce workload on local trust committee Chairs by not requiring them to transport, setup and administer recording, streaming and live electronic meeting management equipment.
- Provide front-line basic Information System support to help reduce workload for Information Systems staff.
- Ensure all local trust committees can record, stream and hold live electronic meetings as required to conduct their business
- Savings in cost of minute taking, as this would be primarily taken on either in-person or remotely by the new position

CRITICAL SUCCESS FACTORS:

- Having the job description created and classified as requested (grid 9)
- Successful recruitment for the position
- Having buy-in from the organisation

RECOMMENDED OPTION:

Staff recommend Option 5: LTC Meeting Administrator (full time).

Based on the unique geography and political structure of the Islands Trust, the Coordinator role would assume the following responsibilities.

Procedures

- Work with the Director, Legislative Services to develop and maintain procedures for running of electronic meetings, recordings, and streaming.

- Monitor and ensure consistent processes that comply with legislation, Trust Council bylaws, policies and Islands Trust procedures
- Website
- Oversee and support the publication of attendance and recording links on website.

Webinar, Live Stream, recording

- Oversee and support the scheduling and execution of webinars (public electronic access), live stream and recording. Ensure efficient delivery of the final electronic document in ready to post online format and to best admin standards for file retrieval.

Venue Selection

- Gather and maintain documents on venue specific resources (i.e. internet connectivity, on site audio/visual equipment etc.).

Hardware and Software

- Coordinate deployment of equipment as required.
- Overseeing delivery and setup of audio/visual hardware.
- In person support provided as needed.
- Remote support as needed, providing onsite staff with dedicated setup and management support.
- Understanding of the software used, and training and support to others for the use of the software.
- Liaison with Information Systems to ensure back-end support for electronic local trust committee meetings

Minutes

- provide primary minute taking role
- support backup minute takers with training on using electronic equipment and software

Host/Administration

- Host meeting, coordinating in meeting management of panelists, attendees, delegates and staff.
- When scheduling conflict exists responsible for coordinating and supporting alternate host.

PURCHASING PROCEDURE:

Hiring to follow Islands Trust and Public Service Agency protocols.

PROPOSED IMPLEMENTATION STRATEGY:

Recruitment to begin following budget approval – earliest implementation would be June 2023.

STAFF RESOURCING:

Staff resources to develop job description, obtain classification and recruit.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Management by managers and supervisors on new processes, and transition from current staff and processes to new staff position and new processes. Communication to staff and LTC on new process.

David Marlor, Director, Legislative Services	November 2,1 2022
Initiator Name, Title	Date

Appendix A: Digital LTC Meeting Survey

Purpose of the survey:

Determine the effectiveness of the current LTC meeting hardware/software and management solution, and to explore alternative approaches. The current approach includes the following roles, responsibilities, and limitations:

- LTC Chairs assigned audio/visual hardware kits, and responsible for transport, setup and digital meeting management.
- Meeting Administrators responsible for scheduling meetings, assessing available internet bandwidth and scheduling zoom based meeting when appropriate.
- Planners invited to attend remotely when possible via zoom invitation.
- Delegates invited to attend remotely when possible via zoom invitation.
- Pubic access limited to in person attendance.

LTC Chairs were asked the following questions:

- On a scale of 1-10, 1 being Poor and 10 being Excellent how would you rate (+ Comments) the following:
    - Current approach to managing digital LTC meetings.
    - Hardware package transportability (size and weight).
    - Hardware setup (technical difficulty and timing).
    - Hardware and software management during meeting.
    - Ability to resolve technical issues without additional support.
- Management is exploring alternative approaches to supporting digital LTC meetings. Based on your role and experience can you provide suggestions on how the Islands Trust can best deliver digital LTC meetings?

LTC Meeting Administrators were asked the following questions:

- On average how much time (hours) are you putting into the following individual LTC Meetings:
    - Scheduling.
    - Managing.
    - Publishing.
- Do you feel you have sufficient information (i.e. venue internet bandwidth, when to schedule Zoom meetings versus simply posting recordings) to effectively schedule LTC meetings?
- Do you feel you have sufficient resources (i.e. time) to effectively support LTC meetings?
- Does the current approach to digital LTC meetings distract you from your regular responsibilities?
- Management is exploring alternative approaches to supporting digital LTC meetings. Based on your role and experience can you provide suggestions on how the Islands Trust can best deliver digital LTC meetings?

Appendix B: City of Waterloo Council/Committee Coordinator Position

THE CITY OF Waterloo

100 Regina Street South, Waterloo, ON
N2J 4A8
519-747-8709

Position: Council/Committee Coordinator	**Status:** Regular, Full Time	**Competition Number:** 21-14
Pay Band: J	**Salary Range:** $50,480-$63,101	**Hours of Work:** 35 hours/week *
Division: Legislative Services	**Department:** Corporate Services	**Work Location:** Waterloo City Centre

Position Description:
An opportunity exists for a full-time Council Coordinator to provide legislated support including coordinating Council agendas, meetings and related activities, maintaining the division's internet and intranet content and performing records management duties. The Council Coordinator will also provide administrative support to the City Clerk and Deputy City Clerk, act as Secretary to the Dog Designation Committee and provide general division assistance.

Accountabilities:

- Coordinate, prepare and circulate agenda and revised agenda packets for meetings of Council
- Provide technical assistance to staff and external parties for presentations at Council meetings
- Set up Council Chambers and equipment for Council and committee meetings and maintain the livestream
- Prepare Accessibility for Ontarian's with Disabilities Act (AODA) staff reports and By-Laws for Council approval
- Maintain the 'Agenda Items Schedule', including chart of items for upcoming meetings
- Attend meetings of Council, prepare minutes and necessary follow up actions arising from the meeting
- Maintain the Council meeting section of the website with Council packets, minutes and other information
- Coordinate meetings of the Dog Designation Committee including hearing packets, minutes and draft decisions
- Perform records management duties including indexing and maintaining logs
- Research and draft policies and procedures as needed
- Back up for performing civil marriage ceremonies, issuing burial permits and front line customer service

- Provide support to the City Clerk, Deputy City Clerk and to the division as well as other duties as assigned

Minimum Qualifications:

- College diploma in public administration, business administration or a related field
- Two (2) years' of progressive experience in a municipal administrative setting, with demonstrated experience attending meetings, taking minutes, researching and preparing reports
- Demonstrated knowledge and understanding of City Council procedures and processes
- Demonstrated attention to accuracy and detail in a time sensitive environment
- Excellent verbal and written communication and customer service skills
- Ability to multi-task in a fast paced environment with changing priorities while attending to details
- Ability to exercise tact and discretion in dealing with confidential issues
- Ability to deal harmoniously and diplomatically with the general public and elected officials
- Demonstrated ability to work effectively both independently and in a team setting
- Comprehensive understanding of municipal governance, administration and Council processes
- Knowledge of applicable provincial legislation including the Municipal Act and AODA is considered an asset
- Proficiency in Microsoft Office, Microsoft Outlook, Adobe Acrobat PRO required
- Ability to learn and adapt to new technologies, systems and software programs
- A Police Criminal Record and Judicial Matters Check satisfactory to the city is required as a condition of hire
- Applicants may be required to undergo testing as part of the recruitment process

Hours of Work:

*This position requires the incumbent to flex work hours to accommodate attendance at evening meetings of Council or Committees without earning overtime. Equivalent time off will be granted on a 1:1 ratio. The successful incumbent must be available to work Monday evenings.

Online Application Process

Interested and qualified candidates must submit their resume and cover letter in one document through the online application process at: www.waterloo.ca/careers

Job Eligibility

All qualified City of Waterloo employees may apply, however during the selection process there is a specific sequence that will be followed. Members of the City of Waterloo Staff Association who have completed their probationary period in their most recent position will be considered first for this posting.

The City of Waterloo is an equal opportunity employer. Accommodations are available for all parts of the recruitment process. Applicants need to make their needs known in advance.

Attachment 5 (1.)

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR	
Initiated by **Russ Hotsenpiller,** **Chief Administrative Officer** **Business Area: Administration** **Name of Request:** **Administrative Coordinator** $75,250	<u>**Budget Source**</u> (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: September 29, 2022.	**Funding Required for (date range):** **$75,250** for Fiscal Year 2023/24 (June 1 to March 31) **$90,000** plus collective agreement increases for subsequent years

ISSUE/OPPORTUNITY:

Administration Coordinator (full-time)

There is a deficient of administrative support at the Islands Trust relative to Administrative, Trust Area Service and Planning core service delivery. Expanding workloads of these core service areas over the last decade including Reconciliation, declaration of a climate emergency, increased public engagement and outrage, water stewardship, provision of electronic meetings to/with the public, the creation of 2 new committees at the Islands Trust, increasing complexity of land use planning reporting, legislative changes, greater professional mobility/lack of staff experience, and generally rising performance expectations, have not been met with a corresponding increase in administrative support. Specifically, the position would address the following:

- *Increased processing of current applications, managing of changing applications processes (including managing provincial portal process changes)*
- *Increased land title filing duties*
- *Increased demand for managing file management issues*
- *Increased demand for managing an increasing complex database of First Nations and agency contacts, communications, and responses*
- *Increased demand for managing FOI and Ombudspersons requests*
- *Increased demand for assisting bylaw enforcement officers and other Victoria office administrators*
- *Increased demand for successional and cross duty training.*

1. This position would also increase the experience and responsibility level of administrative staff at the Islands Trust. The gap between the current administration classifications of Grid 9 and Grid 14 and respective management is too large. A senior administrative role at the mid Grid level will establish balance and ensure high level administrative practices are identified and implemented.

   In particular, this position would be responsible for the following:

   i. Development and redevelopment of standard operating procedures throughout the organization.

   ii. Oversight on office procedures throughout the organization.

   iii. Assistance to the Senior Intergovernmental Policy Advisor (SIPA) in developing and maintaining protocol agreements with First Nations and First Nation contact database development

   iv. Development and maintenance of a Trust-wide contact database program

   v. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future legislated Accessibility Committee

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified. Discuss the options that exist to mitigate identified risks)*

If this position is not supported the following outcomes are possible/likely:

a. Current administrative staff are overworked leading to increased sick days, stress and poor morale
b. Lack of staff retention;
c. Reduced efficiency within the organization in terms standardizing operations across the regional offices.

Requesting administrative staff to constantly take on new duties while continuing to perform existing duties is unrealistic and runs the risk of losing staff and/or a reduction in performance.

ALTERNATIVES CONSIDERED:

1. Fund and implement a new Administrative Coordinator position;
2. Not fund a new position and reallocate administrative needs based on situational analysis.
3. Contract out for services on an annual basis. Some version of this occurs already in terms of on call service assistance through the year. We could develop a more formal, casual administrative work pool, that is funded on an annual basis.

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

Hire a new Administrative Coordinator that would:

1. Development and redevelopment of standard operating procedures throughout the organization.
2. Oversight on office procedures throughout the organization.
3. Assistance to the Senior Government Policy Advisor in developing and maintaining protocol agreements with First Nations and First Nation contact database development and First Nations records management
4. Development and maintenance of a Trust-wide contact database program
5. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future Accessibility Committee

Position would report to the Director, Legislative Services.

PURCHASING PROCEDURE: As per collective agreement and hiring policy of the Islands Trust
PROPOSED IMPLEMENTATION STRATEGY: To be initiated following passage of the budget in March 2023. Development of job profile, and submission for classification, then recruitment. Earliest possible hiring would be June 2023.
STAFF RESOURCING: Discussion with Public Service Agency regarding job duties and classification: 20 hours Preparation of duties and integration with Administration unit of Planning Services: 20 hours
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Ongoing discussions with administrative units and respective managers. This request represents a request by current administrative staff for assistance, as well as management assessment of current productivity.

Russ Hotsenpiller
Initiator Name, Title

September 29, 2022
Date

Reviewed by Department Lead: Name, Title

Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title):

Stefan Cermak, Director Planning Services

Business Area:
Planning Services

Name of Request:
Planning Services Administrative Adjustment: $30,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☒ **New Staff Resources** (see Staff Costing Tool)
- ☒ **Permanent**
- ☐ **Temporary**
  - Temp Duration: ___________________

☐ **Other – please describe:** ______________________

Date of Funding Request Submission:
Sept. 26, 2022

Funding Required for (date range):
$33,000: April 1, 2023 – March 31, 2024 and ongoing annually

ISSUE/OPPORTUNITY:

The need to assess Planning Services administrators (admin staff) admin staff duties has been an intended part of the Planning Services renewal program for several years. Admin staff face significant changes in personnel, proposed office re-locations, and shifting demands of time allocation due to a combination of increased workload and managing an increasing and shifting complex series of legislative processes and file management. There has been reconsideration of admin staff needs since 2008 aside from part time support for bylaw enforcement and compliance needs.

The current structure of the admin staff is the following:

Grid level	Position	Primary duties (in brief)

9	Office Admin Assistant (North and SSI)	Administrative support. Reception, supplies, office needs, information technology needs, records management, meeting coordination, webposting
9	Bylaw Compliance & Enforcement Assistant (Victoria)	Administrative support for bylaw compliance and enforcement team – includes reception, research, taking minutes, preparing reports and assisting the Director (40%)
9	Planning Team Assistant	Planning team and LTC administrative support. Application management, meeting coordination, enquiry support, assist with agenda preparation, webposting
14	Legislative Clerk	Leadership and guidance regarding LTCs legislative and legal processes (including Public Hearings, bylaw adoption, notification requirements, permits, RWMs, agendas, oaths, deputy secretary)

The proposal is to adjust the duties of staff to better meet the current and anticipated demands. The proposal includes creating specialists in order to meet more complex demands (ex: FOI requests and harmonization of legislative, procedural, and operational procedures) while also creating opportunities for advancement within the organization. The specialists would see the evolution of Legislative Clerks into a higher grid level. This in turn would require some deferral of responsibilities to the Planning Team Assistants which in turn would lead to a higher grid level for that position. This has already been organically happening within respective teams but without proper compensation for the leadership roles that Legislative Clerks have been taken and without recognizing the significant efforts and achievements of other admin staff. The success of the admin staff has been primarily due to their willingness to help one another above and beyond their respective duties. This may change as office locations change, staff retire, and efforts are made to centralize processes. Thus the need to prepare for these changes includes creating opportunities for new staff that reflects reality and anticipated near future events.

PROJECTED RESULTS/DELIVERABLES:

The projected result would be a redistribution of duties and hierarchy of admin staff within Planning Services. This presents better opportunities for learning, advancement, and staff retention while meeting the demands both current and anticipated. Specifically, three Planning Team Assistants (one in each office) would be elevated from grid level 9 to grid level 11 while the three Legislative Clerks (one in office) would be elevated from grid level 14 to grid level 18 with a total financial impact of approximately $25,000 - $30,000.

RISK ASSESSMENT:

Risk: Incoming staff see little opportunity for advancement and/or little reason to strive for advancement. This reduces resiliency and creates vulnerability. Implementing the change will mitigate.

Risk: Public Service Agency (PSA): reclassification of positions requires agreement from the PSA. While staff have researched benchmark positions for comparable provincial staff positions, the PSA has yet to be engaged. PSA staff will need to be engaged and a thorough argument presented.

Risk: Other admin positions within the Islands Trust staff may seek similar reconsideration of their duties and respective grid level. This is an opportunity to review more admin needs within the organization.

ALTERNATIVES CONSIDERED:

Option 1: Do nothing. Admin staff have performed admirably for years. The evidence is sometimes in that no negative impacts have occurred (ex: no process related litigation has been brought against the Islands Trust or few ads/notices/permits have needed corrections). However, this assumes the status quo and ignores retiring admin staff, staff leaving for better opportunities (both for advancement and pay), and fails to meet the demand presented today and in the near future.

Option 2: Fully implement. The benefits are discussed above. The impact is a comparatively small financial commitment (all other positions in the organization are better compensated).

CRITICAL SUCCESS FACTORS:

Fully implement. The impacts of not implementing are summarized in Option 1 above.

RECOMMENDED OPTION:

Option 2. The next year will see at least two admin staff retire, likely one relocate and several seek better opportunities. While some of these changes are inevitable, some are due to a lag in meeting Admin staff and organizational needs.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>
Rates effective April 11, 2021

Current Grid	*# of positions affected*	*Range of pay ($)*	*Grid change*	*Range of Pay ($)*	*Difference ($)*
9	*3 (PTAs)*	*64,000*	*11*	*68,000*	*4,000 (X3) = 12,000*
14	*3 (Leg Clerks)*	*81,000*	*18*	*88,000*	*7,000 (X3) = 21,000*
				Total	***= 33,000***

The overall financial impact is approximately $33,000 annually.

<u>Qualitative Analysis:</u>
The changes would help create better opportunities and meet current demands.

PURCHASING PROCEDURE:

Reclassification of existing positions requires a process between the union (BCGEU) and the employer (PSA).

PROPOSED IMPLEMENTATION STRATEGY:

Staff will engage discussions with PSA and the Union once the budget is approved. It is anticipated that this process will take several months thus be fully implemented In June or July 2023.

STAFF RESOURCING:

Senior management and the employee coordinator will need to prepare for and meet with relevant BCGEU and PSA staff.
Several meetings with Admin staff will need to occur (and have already begun) to reconsider duties. Training opportunities will be encouraged and promoted and are already considered in the budget.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Management have had several meetings with admin staff both recently and over the last numerous years. These discussion will remain ongoing.

Stefan Cermak, Director of Planning Services	Sept. 29, 2022 (updated Nov. 7, 2022)
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title):

William Shulba,P.Geo
Senior Freshwater Specialist

Business Area: Local Planning Services

Name of Request:

Freshwater Technical Coordinator
Co-op Student for term Summer 2023

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

■ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ■ **Temporary**
  - Temp Duration: **01 May- 01 Sept 2023**

☐ **Other – please describe: ______________________**

Date of Funding Request Submission:
August 19, 2022

Funding Required for (date range):
01 May- 01 Sept 2023

ISSUE/OPPORTUNITY:

Trust Council recognized the importance of protecting freshwater in the 2019 -2022 Strategic Plan, which identifies freshwater stewardship as a top priority. By declaring a climate emergency the Islands Trust acknowledge the need to address increasing vulnerabilities. The initiation of the Groundwater Sustainability Science Program in 2019 and the development of the Freshwater Sustainability Strategy in 2020 by the Regional Planning Committee (RPC) demonstrates a commitment to addressing the critical need to address threats to freshwater vulnerability.

The Islands Trust Freshwater Sustainability Strategy provides a framework for action to be taken over the next decade (2022 to 2032) and beyond to protect water resources over the longer term. It harmonizes the efforts of groundwater-focused projects, expands this work to other islands in the Trust Area, supports the translation of the science into land use policy and regulation as well as identifies ways to enhance community stewardship and support for measures that will address freshwater vulnerabilities. It includes overarching goals, objectives, programs, specific actions, and outlines an implementation plan.

Staff has identified the need for a Freshwater Technical Coordinator to assist the Senior Freshwater Specialist to undertake coordination activities relating to education of staff, trustees, and public with respect to mapping, data management, and other strategy deliverables.

A promising goal of this position is to continue to engage with university student co-op programs, which over the years has provided excellent exposure of Islands Trust project to academic and ultimately provides an exceptional opportunity for a student.

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

The Freshwater Technical Coordinator will enable the Senior Freshwater Specialist to dedicate more time resources to projects, inquiries, and strategies under the FWSS. The Freshwater Technical Coordinator will be instrumental in assisting in sharing freshwater information with the public and will help develop materials for a Freshwater Forum. The Freshwater Technical Coordinator will undertake data management and other technical tasks that can consume a considerable amount of the Senior Freshwater Specialist's time. The Freshwater Technical Coordinator will have experience in GIS and will support the reinstatement of the Islands Trust Freshwater Atlas.

RISK ASSESSMENT:
The Freshwater Technical Coordinator will likely be a co-op student with 2-4 years post-secondary experience. There is likely to be front end time needed to support this position by the Senior Freshwater Specialist.

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

Option 1: Create a permanent staff position (STO24/LSO2) to support the Technical Coordination function described in the Freshwater Sustainability Strategy.

Option 2: Not approve funding = lost opportunity to attract and retain qualified and trained staff in the future

Option 3: Limit the amount of time the Senior Freshwater Specialist allocates to current planning applications, public inquiries, and coordination with other agencies/governments to allow for appropriate amount of time for data management and advocacy for strategic freshwater programs.

CRITICAL SUCCESS FACTORS:
Co-op students tend to bring new ideas, new technologies, and other emerging knowledge from academia. They tend to be very receptive to handling a wide range of tasks; they may be unfamiliar with the complex organizational structure of the Islands Trust and detailed hydrogeology of the current projects. However, the co-op placement is an excellent learning opportunity, especially in this time of need of economic drivers and creative ways of undertaking Islands Trust strategic projects.

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

Approve the funding as requested, as on-boarding a co-op student is a familiar process with the Islands Trust and will be informed by the success of the 2021 Watershed Ecosystems Technologist position.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

<u>Quantitative Analysis:</u>

Less expensive and less risk than hiring a permanent staff member as a Technical Coordinator as per the Freshwater Sustainability Strategy.

<u>Qualitative Analysis:</u>

This position will help inform the future of the Technical Coordinator role in the Freshwater Sustainability Strategy at a significant cost saving from a permanent or temporary full staff member or a consultant. The benefit of coordination with academia goes beyond the position and tends to positive relationships with universities and can attract qualified employees in the future.

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

Establishment of a new Co-op Freshwater Technical Coordinator position for Summer 2023

PROPOSED IMPLEMENTATION STRATEGY:

Following the establishment of a new Co-op Freshwater Technical Coordinator position for Summer 2023, the Senior Freshwater Specialist will assist the co-op student in orientation to the organization and will provide a two-week intensive workshop in the Freshwater Sustainability Strategy and then weekly meetings to track progress.

STAFF RESOURCING:

- Senior Freshwater Specialist will assist the co-op student in orientation to the organization (35 Hours)
- Provide a two-week intensive workshop in the Freshwater Sustainability Strategy (70 Hours)
- Weekly meetings to track progress (5 hours/wk).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- None

William Shulba, P.Geo,
Senior Freshwater Specialist
Initiator Name, Title

August 18,2022
Date

Stefan Cermak, Director, Local Planning Services
Reviewed by Department Lead: Name, Title

August 19, 2022
Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Accepted by Management:** ☐ **YES** ☐ **NO**

Next steps:

- If accepted by management:
  - the business case will be forwarded to FPC for review in October of each year.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not accepted by management:
  - the business case wil be forwarded to FPC for information in October of each year, but not included in the budget draft.

Islands Trust 2023/24 Business Case Summaries to Financial Planning Committee

Islands Trust Conservancy Board Projects Business Case Summaries

Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project
Amount: *$10,000* (BIM contributes)
Sponsor: Islands Trust Conservancy Board

This project funding will support the Islands Trust Conservancy Board in providing capacity funding to First Nations to support their engagement in the early development of the 2026-2030 Islands Trust Conservancy Plan. The Islands Trust Conservancy Plan is a requirement of the Islands Trust Act and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets. First Nations need the opportunity to provide input on how the plan impacts Section 35 rights. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the Islands Trust Conservancy Plan will put the Islands Trust Conservancy Reconciliation Declaration into practice.

BRIEFING

To: Financial Planning Committee
For the Meeting of: November 25, 2022
From: ITC Board
Date Prepared: November 22, 2022
SUBJECT: **ITC Budget Request**

PURPOSE: To provide background to Financial Planning Committee (FPC) for the Islands Trust Conservancy (ITC) budget request.

BACKGROUND: : Under Trust Council Policy 6.3.1, the Islands Trust Conservancy (ITC) Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations. The ITC Board discussed budget options at its July 13, 2022 meeting and passed the following resolution:

> **ITC-2022-034**
> **It was MOVED and SECONDED,**
> that the ITC Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in October:
>
> - Increases to the ITC budget to reflect the species at risk grant commitments, totaling $220,000;
> - An increase to the property management budget of $4,650 to reflect new nature reserves[1];
> - An increase to the travel budget of approximately $2,000 to accommodate additional increases to water taxi fees required to monitor and manage islands not serviced by ferries;
> - An increase to the ITC legal budget of $7,000 to reflect anticipated costs of legal review and to return the budget to amounts consistent with previous years' budgets;
> - Consideration of further increases to the property management budget to accommodate management planning needs for new nature reserves;
> - Development of a business case for First Nations engagement associated with development of the ITC Five-Year Plan;
> - Development of a business case in collaboration with Information Systems Management for property management software to replace the Islands Trust TAPIS system; and,
> - Development of a business case in collaboration with Trust Area Services and Information Services for Contact Relationship Management (CRM) software and possible Content Management System (CMS) software to address inefficiencies in public communications management.[2]

[1] In October 2020, during its budget process, Islands Trust Conservancy Board approved a property management formula to guide its budget requests.
2 On November 2, 2022, staff advised the Executive Committee that staff believed that it would be advantageous and possible to proceed with the Contact Management Database Project in the 2022/23 fiscal year using funds allocated this year to bolster administrative services and the reconciliation budget. Accordingly, the business case has not advanced to Financial Planning Committee but the 2023/24 draft budget does include funding for ongoing software costs for the database.

At its October 4, 2022, the ITC Board reviewed a proposed budget and passed the following resolution:

> **ITC-2022-043**
> **It was MOVED and SECONDED,**
> that the Board approve the draft 2023/24 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2023/24 budget.

The budget as presented to the ITC Board is below as Table 1. Details of the budget request, are as initially requested by the ITC Board, with the following additional changes:

- Addition of $2,500 for contract services to assist with property monitoring administration;
- Reduction of subscription amounts to reflect the Island Trust Conservancy subscriptions more accurately;
- Addition of a memberships line to reflect memberships in WillPower and the Land Trust Alliance of BC;
- Increase to Board Honoraria to reflect likelihood of a full, six-person board; and,
- Increase to costs of mobile devices and travel for training to reflect increased market costs.

Table 1. Proposed Islands Trust Conservancy 2023/24 budget request.

	2022/23	2023/24			Increase/Decrease from 2022/23	
Description	**Approved Budget**	**Islands Trust contribution (tax requisition)**	**SAR grant contribution**	**TOTAL BUDGET**	**$ Change**	**% Change**
Salaries and Benefits *	620,899	577,635	110,661	**688,296**	67,397	10.9%
Communications	14,780	11,700	6,300	**18,000**	3,220	21.8%
Contract Services	0	2,500	0	**2,500**	2,500	100.0%
Subscriptions	1,000	400	0	**400**	-600	-60.0%
Memberships	0	1800	0	**1,800**	1,800	100.0%
Board Honoraria	6,600	7,000	0	**7,000**	400	6.1%
Board Meeting Expense	1,425	1,425	0	**1,425**	0	0.0%
Board Training and Conferences	1,600	1,600	0	**1,600**	0	0.0%
Property Management	137,780	102,430	57,500	**159,930**	22,150	16.1%
Conservation Planning and Land Securement	26,550	9,550	17,000	**26,550**	0	0.0%
Ecosystem Mapping	18,000	13,800	4,200	**18,000**	0	0.0%
Legal	13,000	20,000	0	**20,000**	7,000	53.8%
Mobile Devices	1,350	3,210	0	**3,210**	1,860	137.8%
Training and Conferences	4,200	4,200	0	**4,200**	0	0.0%
Travel for Training	2,200	2,500	0	**2,500**	300	13.6%
Travel	17,880	15,000	5,000	**20,000**	2,120	11.9%
Project: ITC Plan First Nations Engagement	0	10,000	0	**10,000**	10,000	100.0%
Summer Co-op Student	17,690	0	19,339	**19,339**	1,649	9.3%
TOTAL Direct ITC Costs	**884,954**	**784,750**	**220,000**	**1,004,750**	**119,796**	**13.5%**
Admin Allocation **	252,173	262,780	0	**262,780**	10,607	4.2%
TOTAL	**1,137,127**	**1,047,530**	**220,000**	**1,267,530**	**130,403**	**11.5%**
Funded by SAR monies ***	-205,000					
Total for Tax Requisition	**932,127**					

* Estimate of ITC salaries and benefits for draft budget 2023-24, assumes maximum wage increases under the BCGEU tentative agreement and will likely be adjusted/corrected during the budget process.
** Estimate of Admin Allocation is based on previous year's budget and will likely be adjusted/corrected during the budget process.
*** Budget amount listed for prior year is as per the approved budget. SAR funding for 2022/23 was increased to $238,500.

ATTACHMENT(S): Business Case: Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project

FOLLOW-UP: Staff will forward FPC requests or recommendations to the ITC Board for follow up.

Prepared By: Kate Emmings, ITC Manager

Reviewed By/Date: **Clare Frater, Director, Trust Area Services/November 22, 2022**
Julia Mobbs, Director, Administrative Services/November 22, 2022

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr>
<td>Initiated by (name, title):

Islands Trust Conservancy Board

Business Area:

Islands Trust Conservancy

Name of Request:

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project - $10,000</td>
<td><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

☐ New Staff Resources (see Staff Costing Tool)
☐ Permanent
☐ Temporary
Temp Duration: ___________________

■ Other – please describe: <u>_Capacity Funding: First Nations review and engagement, ITC Plan__</u></td>
</tr>
<tr>
<td>Date of Funding Request Submission:

October 4, 2022</td>
<td>Funding Required for (date range):

April 1, 2023 – March 31, 2024</td>
</tr>
</table>

ISSUE/OPPORTUNITY:

Islands Trust Conservancy (ITC) will begin development of the 2026-2030 ITC Plan in 2024 and the ITC Board is seeking capacity funding to support First Nations engagement in the early development of the ITC Plan. The ITC Plan is a requirement of the *Islands Trust Act* and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets. First Nations need the opportunity to provide input on how the plan impacts Section 35 rights.

Many First Nations in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative. First Nations have also communicated the challenges inherent in the fast turnarounds required in engagement processes. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the ITC Plan will put the ITC Reconciliation Declaration into practice.

ITC Reconciliation Declaration

The Islands Trust Conservancy acknowledges that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial. We recognize that we are all intertwined in the ecosystems that are the lands, waters, culture, and ecology that embody this place.

The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea.

The Islands Trust Conservancy is committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.

June 16, 2019, on Lək̓ʷəŋən, METULIYE/Victoria, B.C.

Early and meaningful engagement of First Nations in development of the ITC Plan will address the following goals and objectives in the Regional Conservation Plan:

Goal 2: Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.

Objectives:
2.1 Amend or redraft policies, procedures, plans, document templates and reports to include acknowledgement and consideration of First Nations
2.4 In consultation with the Islands Trust, source funds and determine mechanisms to support First Nations collaboration (financial and capacity)

PROJECTED RESULTS/DELIVERABLES:

ITC Board anticipates that providing a long project timeline and capacity funding will encourage more First Nations to participate in development of the ITC Plan in a meaningful way. Added results may include:

1) An ITC Plan that incorporates First Nations input and meaningfully advances the ITC Reconciliation Declaration;
2) More robust relationships with First Nations, including establishment and growth of staff to staff and Board to Council relationships; and,
3) Improved understanding of First Nations wishes with respect to ITC policies and practices pertaining to land acquisition, disposal and management.

RISK ASSESSMENT:

Risk Factor	Mitigation
Low First Nations participation in ITC Plan engagement	ITC will extend the engagement period into 2024/25 and will request that any unspent funds carry forward into the next budget year, via resolution of the ITC Board, to continue First Nations engagement. In the event that there is low uptake from First Nations, ITC will include a description of engagement efforts in the briefing to the Minister and will do an evaluation of its work to engage First Nations to inform future efforts.
High First Nations participation in ITC Plan engagement	ITC will extend the engagement period into 2024/25 and will request additional capacity funding into 2024/25 as needed.
Staff vacancy: Islands Trust, Senior Intergovernmental Policy Advisor	Islands Trust currently has a vacancy for the position of Senior Intergovernmental Policy Advisor (SIPA). The SIPA acts as an important liaison for working with First Nations. Given that this position is currently unavailable for support, ITC Board anticipates needing to allocate additional ITC Manager time to support First Nations engagement.

Limited/no support from Provincial ministries (Municipal Affairs and Indigenous Relations and Reconciliation)	ITC may delay initiation of engagement if the relevant Provincial ministries are not available to provide guidance. Given that the ITC Plan requires approval from the Minister of Municipal Affairs (MAH), ITC anticipates that MAH will agree to work with the ITC on First Nations engagement. ITC will engage MAH early in the process to determine a reasonable timeline for MAH staff.

ALTERNATIVES CONSIDERED:

Option 1 Fully Funded First Nations Engagement ($10,000)
Option 1 provides the desired funding level and is recommended. This option shows significant commitment towards engagement of First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration.

Option 2: Reduced Funding for First Nations Engagement with top up as needed from regular ITC budget areas ($5,000)
ITC could proceed with early engagement of First Nations in the development of the ITC Plan with limited capacity funding. If there is significant uptake from First Nations, ITC could consider diverting funding from other program areas to support the initiative or could request additional funding from other units via a request to the Executive Committee. This option may result in decreased funding in other program areas or, if additional funding is unavailable, it may result in extended project timelines or reduced participation in the engagement process from First Nations.

Option 3: Status Quo
ITC proceeds with development of the 2026-2030 ITC Plan with early engagement of First Nations without capacity funding. This option is not preferred as it is anticipated that First Nations will have limited ability to participate and this may damage relationships and delay/jeopardize approval of a new Plan.

CRITICAL SUCCESS FACTORS:

The following factors are important to success. The most critical of these is factor 4, availability of ITC Manager time. In the event that the ITC Manager time is unexpectedly diverted to other needs, the project will need to be delayed. Other factors can be mitigated as described above in the risk assessment.

1) Support from Islands Trust Senior Intergovernmental Policy Advisor;
2) Engagement of Ministry of Municipal Affairs in development of First Nations communications;
3) Guidance from Ministry of Indigenous Relations and Reconciliation with respect to appropriate contacts with First Nations and engagement language; and,
4) Availability of ITC Manager time to manage the project.

RECOMMENDED OPTION:

Option 1 is recommended because it:

1) Shows meaningful commitment to the ITC Reconciliation Declaration; and,
2) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The recommended option will require a $10,000 budget commitment for 2023/24.

Qualitative Analysis:
The recommended option will yield qualitative benefits in the development of relationships with First Nations in the Islands Trust area. ITC hopes that this will lead to progress in Reconciliation, including improved policies on land acquisition/disposal and land management.

PURCHASING PROCEDURE:

ITC will offer a set amount for each First Nation for capacity funding (e.g. $1,500). This amount will be directly awarded to First Nations who are able to participate in engagement.

PROPOSED IMPLEMENTATION STRATEGY:

ITC will:

1) Develop an outreach strategy with support from Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation;
2) Send out invitations to First Nations to participate in engagement;
3) Coordinate meetings with First Nations staff and/or councils to share information about ITC and to learn about First Nations interests;
4) Synthesize First Nations input in a report for the ITC Board to assist in the development of the ITC Plan.

STAFF RESOURCING:

This initiative will be accomplished with existing staff resources. If the engagement is successful, it is anticipated that it will require approximately seventy hours of the ITC Manager time over the course of the 2023/24 fiscal year for project management and twenty hours each for the Trust Area Services Director, ITC Ecosystem Protection Specialist, Property Management Specialist, Covenant Management and Outreach Specialist and Species at Risk Program Coordinator. ITC Administrative Assistant support will also be required to manage correspondence and filing; this is anticipated at under ten hours over the course of the project. ITC would also benefit from support from the Islands Trust Senior Intergovernmental Policy Advisor (SIPA) should that position be filled and on-boarded prior to initiation of this project. ITC Manager will work with the Directory of TAS to determine appropriate time allocation of the SIPA. Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the Regional Conservation Plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

This engagement will be the first time ITC has communicated with First Nations so early in the development of the ITC Plan. ITC intends to collaborate with Islands Trust staff, Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation to seek their expertise.

Kate Emmings, Manager, Islands Trust Conservancy	September 27, 2022
Initiator Name, Title	Date
Clare Frater, Director, Trust Area Services	September 28, 2022
Reviewed by Department Lead: Name, Title	Date

REVIEWED BY ISLANDS TRUST CONSERVANCY (ITC) BOARD:

Date received: October 4, 2022	**Accepted by ITC Board:** ☒ **YES** ☐ **NO**

Next steps:

- If accepted by ITC Board:
  - the business case will be forwarded to FPC for review in October of each year.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.

Islands Trust 2023/24 Business Case Summaries Not Advanced to Financial Planning Committee

Operational Initiatives & Staffing

Building Footprint Layer Update in Mapping System
Amount: *$10,000* (BIM contributes)
Sponsor: Executive Committee

This project will result in updates to the five-year-old building footprint data in the Geographic Information System. Updating this data is important to local trust committees and Islands Trust Conservancy Board, providing detailed delineation of existing structures for use in conservation planning, landscape design, and development constraints assessment. Having accurate and current building footprint data provides the elected officials and board members the ability to make informed and timely decisions based on reliable evidence. A contractor will be hired to review air photos of the islands taken in 2020-2022 and to update the building footprint layer of the mapping system.

Bylaw Compliance and Enforcement Information Portal

Amount: *$96,595*
Sponsor: Executive Committee

This project funding will result in a bylaw compliance and enforcement public portal in the new Geographic Information System application (currently under development, funded by a $368,000 grant that did not cover this portion of the project). Development of this new portal will create a simpler, consistent user experience and reduce confusion by members of the public who are accessing property information. A new bylaw compliance and enforcement public portal will increase public transparency by offering the public new features such as the ability to track a bylaw compliance and enforcement files from submission to resolution. It will also offer staff improved software features and information tracking which will lead to better reports to local trust committees and Trust Council. Without the project, both the public and staff would need to access two different systems for property information and there would be staff inefficiencies associated with training, accessing and maintaining two different systems.

Electronic Records Management Improvements Project

Amount: *$15,000*
Sponsor: Executive Committee

This project funding will help the Islands Trust to develop a policy recommendation for Trust Council and a process for implementation of electronic records management, including budget estimates for consultants, contractors and software upgrades if required. Ultimately, over several years, the project will result in reduced work for staff to produce, file, store and destroy paper records, and savings for off-site rented warehouse space.

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title): Information Systems	**Budget Source** (select all that apply): ☒ **Specific Project Funding** (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ________
Business Area: Administrative Services	
Name of Request: Building Footprint Update: $10,000	
Date of Funding Request Submission: 10/23/2022	**Funding Required for (date range):** 01 May- 01 Sept 2023

ISSUE/OPPORTUNITY:
The Islands Trust contracted the development of a building footprint dataset in 2017. The acquisition involve photo interpretation/delineation of building footprints from pre 2016 orthophotos, meaning current reference dataset is now over 6 years out of date. Updating this data is important to Regional Planning, Local Trust Committees and Islands Trust Conservancy Board, providing detailed delineation of existing structures for use in conservation planning, landscape design, and development constraints assessment. A contractor will be hired to review previously acquired orthophotos from 2020-2022 and update the building footprint layer of the mapping system.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results continued use of outdated data.	**High** Medium Low	Fund Acquisition

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:
Maintain existing data.
This option does not address the expressed needs of Regional Planning or ITC.

Option 2 Acquire Up-To-Date Data
Contract out acquisition of updated data @ ~$10,000

CRITICAL SUCCESS FACTORS:
Funding of this initiative.

RECOMMENDED OPTION:
Staff recommend Option 2; Acquire Up-To-Date Data.
Both Regional Planning and ITC staff have indicated the value of this dataset in their workflows.

COST/BENEFIT ANALYSIS:
Data product incorporated into Regional Planning and ITC workflows to benefit…

- Improved conservation planning models, providing an updated measure of development pressure.
- Planning and Bylaw site review and development constraints assessment

PURCHASING PROCEDURE:
RFP

PROPOSED IMPLEMENTATION STRATEGY:
RFP with data delivery anticipated for end of summer 2023.

STAFF RESOURCING:
Staff will participate in procurement process (~10 hours).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
None.

Initiator Name, Title　　　　　Date

Reviewed by Department Lead: Name, Title　　　　　Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title): Information Systems; (Mark Van Bakel, Manager) Planning Services; (Stefan Cermak, Director)	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☒ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ☐ **Other – please describe:** ______________________
Business Area: Administrative Services Planning Services	
Name of Request: Bylaw Portal Licensing and Implementation $**96,595**	
Date of Funding Request Submission: 10/4/2022	**Funding Required for (date range):** Fiscal 2023/24 - $96,5959 Every year afterwards - $5,000 maintenance

ISSUE/OPPORTUNITY:

The Islands Trust currently utilizes a legacy in house developed web application referred to as Trust Area Property Information System (TAPIS). TAPIS serves as the sole repository and management console for all Islands Trust land use information, including Bylaw records. The Islands trust first developed the software in 2003, with ongoing updates continuing till this day. This application, although central to Islands Trust information management, represents a series of technological challenges and limitations, including but not limited to; no online transaction capacity, no online application status tracking, limited integration of mapping, no online access from the field, and limited reporting capacity.

In 2022 the Islands Trust was awarded a Government of British Columbia "Local Government Development Approvals Program" (LGDAP) grant to assist in improving public service delivery. For the Islands Trust the grant will assist in improving Islands Trust Regional Planning service delivery through the implementation of CityView software, transitioning from the legacy TAPIS application to an industry standard software suite in support of development application approvals.

Bylaw Compliance and Enforcement (Bylaw) was originally included in the planned transition from TAPIS to CityView, but due to LGDAP grant restrictions this portion of the information system development application improvements. This proposal would fund the transition of Bylaw over to CityView, including a new information system and public accessible portal.

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

The projected results/deliverables associated with this funding request include:

1) Implementation of Bylaw Ticketing Software Solution with all necessary licenses and support,
2) Integration with other 3rd party systems/applications (i.e. ESRI ArcGIS Portal and Islands Trust Finance System),
3) Data conversion and migration from existing systems as required,
4) Training and user documentation development and deliver for administrators and end users,

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results in solution that does not adequately meet organizational needs	**High**	• Fund Implementation

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

Option 1 – Do nothing:

Maintain existing Bylaw Enforcement records management in TAPIS Info. This approach would see Bylaw isolated from Development Application records management, such that both Planners and Bylaw would need to access separate applications (CityView and TAPIS Info) in order to fully understand property related activities. This option would also limit Bylaw's ability to provide public access to ticket submissions and monitoring, as the current implementation of TAPIS Info does not support public access.

This option does not improved communication and efficiency opportunities for Islands Trust. Moreover, it would result in client confusion and negative experiences when going through the development application processes resulting from bylaw enforcement efforts.

Option 2 – Fund Bylaws integration into CityView:

Cost Summary

Software Licenses & Subscriptions	$23,825
Implementation Services	$37,475
Data Conversion	$10,800
Training	$7,257
Travel & expenses (billed on a cost recovery basis)	$11,520
CityView Annual Software Maintenance year 1	$5,718
Total	**$96,595**

This option greatly improves communication and efficiency opportunities for Islands Trust, and integrates Bylaw Enforcement data management with Regional Planning.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

Funding of this initiative. Consistent application software throughout all of the Planning Services department. Consistent customer experiences. Increased efficiencies and reporting mechanisms.

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

- Information Systems and Planning Services recommend Option 2, integrating Bylaw case information management with development application information in CityView, and adding capacity for public facing portal for digitally cases tracking from submission to resolution.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Primary advantages include:

- Integration with development application information system.
- Public facing portal, providing means to digitally track Bylaw Enforcement cases from submission to resolution.

Additional efficiencies and expanded capacities include:

Improve access to information
- Give officers real-time access to case information in the field using CityView Mobile.
- Track code enforcement activities in a central database.
- Create a permanent case history that includes digital photos and other documentation related to a case.
- Relate code enforcement violations to any recorded location for exceptional visibility.
- Utilize intuitive mapping tools to create a spatial representation of case-related violations.

Improved Transparency
- Workflows guide users through the entire process from start to finish, including entering unlimited violations per case; hearings and appeals; and case disposition, ensuring that all case milestones are met.
- Organize inspection activities, generate daily inspections roster, including links to all case pertinent information for Inspectors to access at their desk or in the field in disconnected mode.

Ensure inspector accountability and reduce liability • Quickly generate and attach professional, personalized correspondence that will be automatically added to the list of documents attached to the case. • Automatically assign case activities to the responsible inspectors, and provide them with tools to assist them in managing their case workloads.
PURCHASING PROCEDURE: This is a direct award, given the integration with development application information system.
PROPOSED IMPLEMENTATION STRATEGY: Once we have approved budget proceed with implementation. Funding request includes training which would be done in conjunction with Planning Services training.
STAFF RESOURCING: Staff will support requirements review (~20 hours) and implementation project management (~40 hours). Staff will require training for new software.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Bylaw management officers will be included in all relevant communication, and training provided as needed. Clients will be notified as system is implemented. Note that numerous local governments have taken advantage of the LGDAP grant funding opportunities and that the province will be managing province wide messaging.

Mark Van Bakel; Manager of Information Services	Sept. 20, 2022
Initiator Name, Title	Date
Stefan Cermak, Director of Planning Services	Sept. 26, 2022
Reviewed by Department Lead: Name, Title	Date

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title): David Marlor, Director, Legislative Services **Business Area:** Executive Office **Name of Request:** Electronic Records Management Improvements $**15,000**	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: 11/9/2022	**Funding Required for (date range): From April 2023** **$15,000 for FY 2023/24**

ISSUE/OPPORTUNITY:

The Islands Trust in the last several years updated its electronic filing system to mirror the paper filling system. This is intended to reduce work and improve ability to file electronically. It is also ultimately intended to become an Electronic Document Management system, eliminating the need to file paper copies. This would reduce workload, reduce space required to store paper files, including off-site rented warehouse space.

The next step is to develop relevant policy, improve electronic document security, develop procedures for document management, and determine those existing paper records that can be transferred into the electronic system.

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

The projected results/deliverables associated with this funding request include:

1) A policy recommendation for Trust Council
2) A process for implementation of electronic records management, including budget estimates for consultants, contractors and software upgrades if required

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results in solution that does not adequately meet organizational needs	**High**	• Fund Implementation

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

Option 1 – Status Quo with Incremental Improvements:

Maintain existing record management system with incremental improvements mostly in procedures. This will not improve the situation. It could also lead to degradation of the electronic system as robust procedures and policies will not be in place to ensure document integrity. Reliance on paper storage will continue to increase in cost, and in staff resources for filing and accessing the information.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

- Funded program to improve records management

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

- Develop a report with policy, procedures and options for transferring to an electronic paperless office, with robust systems in place to protect electronic documents.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Primary advantages include:

- Reduction in costs associated with off-site storage of paper files
- Reduction in staff costs involved in filing and retrieving paper files
- Reduction in costs associated with printing and storing documents.
- Improved efficiency by use of electronic records management

- Improved security of records with robust electronic document management system
- Roadmap including costs, timeline and options for becoming completely paperless.

PURCHASING PROCEDURE:

Contract services as per Procurement Policy.

PROPOSED IMPLEMENTATION STRATEGY:

This will allow initial implementation and follow-up to work done on this in 2022/23 fiscal year, to advance and improve records management.

STAFF RESOURCING:

Director, legislative services time to manage contract.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Communication with staff as necessary on changes to records management.

David Marlor, Director, Legislative Services	November 9, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Attachment 5 (1.)

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by **Russ Hotsenpiller,** **Chief Administrative Officer** **Business Area: Administration** **Name of Request:** **Administrative Coordinator** $75,250	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) X **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: September 29, 2022.	**Funding Required for (date range):** **$75,250** for Fiscal Year 2023/24 (June 1 to March 31) **$90,000** plus collective agreement increases for subsequent years

ISSUE/OPPORTUNITY:

Administration Coordinator (full-time)

There is a deficient of administrative support at the Islands Trust relative to Administrative, Trust Area Service and Planning core service delivery. Expanding workloads of these core service areas over the last decade including Reconciliation, declaration of a climate emergency, increased public engagement and outrage, water stewardship, provision of electronic meetings to/with the public, the creation of 2 new committees at the Islands Trust, increasing complexity of land use planning reporting, legislative changes, greater professional mobility/lack of staff experience, and generally rising performance expectations, have not been met with a corresponding increase in administrative support. Specifically, the position would address the following:

- *Increased processing of current applications, managing of changing applications processes (including managing provincial portal process changes)*
- *Increased land title filing duties*
- *Increased demand for managing file management issues*
- *Increased demand for managing an increasing complex database of First Nations and agency contacts, communications, and responses*
- *Increased demand for managing FOI and Ombudspersons requests*
- *Increased demand for assisting bylaw enforcement officers and other Victoria office administrators*
- *Increased demand for successional and cross duty training.*

1. This position would also increase the experience and responsibility level of administrative staff at the Islands Trust. The gap between the current administration classifications of Grid 9 and Grid 14 and respective management is too large. A senior administrative role at the mid Grid level will establish balance and ensure high level administrative practices are identified and implemented.

   In particular, this position would be responsible for the following:

   i. Development and redevelopment of standard operating procedures throughout the organization.

   ii. Oversight on office procedures throughout the organization.

   iii. Assistance to the Senior Intergovernmental Policy Advisor (SIPA) in developing and maintaining protocol agreements with First Nations and First Nation contact database development

   iv. Development and maintenance of a Trust-wide contact database program

   v. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future legislated Accessibility Committee

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified. Discuss the options that exist to mitigate identified risks)*

If this position is not supported the following outcomes are possible/likely:

a. Current administrative staff are overworked leading to increased sick days, stress and poor morale
b. Lack of staff retention;
c. Reduced efficiency within the organization in terms standardizing operations across the regional offices.

Requesting administrative staff to constantly take on new duties while continuing to perform existing duties is unrealistic and runs the risk of losing staff and/or a reduction in performance.

ALTERNATIVES CONSIDERED:

1. Fund and implement a new Administrative Coordinator position;
2. Not fund a new position and reallocate administrative needs based on situational analysis.
3. Contract out for services on an annual basis. Some version of this occurs already in terms of on call service assistance through the year. We could develop a more formal, casual administrative work pool, that is funded on an annual basis.

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

Hire a new Administrative Coordinator that would:

1. Development and redevelopment of standard operating procedures throughout the organization.
2. Oversight on office procedures throughout the organization.
3. Assistance to the Senior Government Policy Advisor in developing and maintaining protocol agreements with First Nations and First Nation contact database development and First Nations records management
4. Development and maintenance of a Trust-wide contact database program
5. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future Accessibility Committee

Position would report to the Director, Legislative Services.

PURCHASING PROCEDURE: As per collective agreement and hiring policy of the Islands Trust
PROPOSED IMPLEMENTATION STRATEGY: To be initiated following passage of the budget in March 2023. Development of job profile, and submission for classification, then recruitment. Earliest possible hiring would be June 2023.
STAFF RESOURCING: Discussion with Public Service Agency regarding job duties and classification: 20 hours Preparation of duties and integration with Administration unit of Planning Services: 20 hours
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Ongoing discussions with administrative units and respective managers. This request represents a request by current administrative staff for assistance, as well as management assessment of current productivity.

Russ Hotsenpiller
Initiator Name, Title

September 29, 2022
Date

Reviewed by Department Lead: Name, Title

Date

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	December 7, 2022
From:	**Financial Planning Committee**	**Date Prepared:**	November 28, 2022
SUBJECT:	**2023/24 Special Tax Requisitions**		

RECOMMENDATION:
That Trust Council approve, in concept, the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154, in the amount of $75,500, and that the project be put forward for public consultation.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: This resolution is consistent with policy.

---

1 **PURPOSE:**
To assist Trust Council (TC) in determining which Local Trust Committee (LTC) proposals should be funded by special property tax requisition(s).

2 **BACKGROUND:**
TC policy 6.3.2 Special Property Tax Requisition section 7 says:

"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."

A) The Salt Spring Island Local Trust Committee has submitted a request for the continued work of the Salt Spring Island Watershed Protection Alliance to be funded via special tax requisition of $75,500. The submission is made in accordance with section 2.0 of TC's policy on special tax requisitions, which reads:

"2.1 "Additional operations" of a LTC are those activities and programs that are deemed by the Islands Trust Council to be:
2.1.1 Programs or services not offered in all local trust areas;
2.1.2 Enhanced service levels that reflect unique demands or additional powers that Trust Council has delegated to a LTC by bylaw; and
2.1.3 Beyond the capacity of the base budget.

2.2 LTCs wishing to propose a specific "additional operation" must ascertain and develop a budget program request, to be presented for preliminary consideration by Trust Council in December of each year.

2.3 The proposed program or activity must be within the LTC's jurisdiction pursuant to the Islands Trust Act or be within powers delegated to it by Trust Council. Legal advice on that matter may be obtained in accordance with the Islands Trust Legal Advice Policy.

A business case describing the project and its intended outcomes is attached to this report. As this project relates to Trust Council-delegated authorities, it has historically been funded by special requisition and should continue to be funded as such if the project continues, based on Trust Council's policy, as outlined earlier.

At its meeting on November 25, 2022, FPC passed the following resolution in support of funding this project as a special requisition:

> *That Financial Planning Committee recommend to Trust Council that the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154 be approved in concept, in the amount of $75,500, and that the project be put forward for public consultation.*

B) Five LTCs have submitted six projects for funding consideration in the 2023/24 budget. Projects may be funded from the Trust's general budget, or via special property tax requisition. Evaluation criteria for determining project funding is outlined in policy section 3.1, as follows:

"3.1 The Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:

> *3.1.1 the program is considered to be a base service of the LTC;*
> *3.1.2 the program is a scheduled official community plan review or land use bylaw update; and*
> *3.1.3 the program has Trust-wide implications and benefits.*
>
> *3.2 If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.*

FPC provided no recommendations related to funding proposed local trust committee projects via special requisition.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: No organizational impacts of funding projects via special requisition.

FINANCIAL: Approving funding via special requisition leaves more room in the general budget for other organizational work to be funded. Special requisition funds received will pay be set aside to pay for the work of this project.

POLICY: No policy implications.

IMPLEMENTATION/COMMUNICATIONS: Recommending projects for funding via special requisition will require the LTC to engage with the community for feedback on the work to be completed. Feedback will be shared with TC in March to inform final project approval.

FIRST NATIONS (FN): See attached LTC business cases for FN considerations on LTC projects. No implications on FN by funding work with special requisitions.

OTHER: None.

4 RELEVANT POLICY(S):
Trust Council policy 6.3.2 Special Property Tax Requisition

5 ATTACHMENT(S):

- Local Trust Committee Special Property Tax Requisitions Frequently Asked Questions
- Salt Spring Island Watershed Protection Alliance business case

---

RESPONSE OPTIONS

Recommendation:
That Trust Council approve, in concept, the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154, in the amount of $75,500, and that the project be put forward for public consultation.

Alternative(s):

1. That Trust Council approve, in concept, the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154, in the amount of $[X], and that the project be put forward for public consultation.

2. That Trust Council deny the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154 in the amount of $75,500, and that the project not proceed to public consultation.

3. That Trust Council approve, in concept, the [LTC project name here] for funding via special property tax requisition, in the amount of $[X], and that the project be put forward to public consultation.

Prepared By: Director, Administrative Services

Reviewed By/Date: Director, Planning Services/November 21, 2022
Chief Administrative Officer/November 21, 2022
Financial Planning Committee/November 25, 2022

Local Trust Committee Special Property Tax Requisitions Frequently Asked Questions

WHAT IS A SPECIAL PROPERTY TAX REQUISITION?

Trust Council can approve a special property tax requisition for a local trust area to fund special initiatives taking place only in that particular local trust area. The tax is levied only on the property owners of that local trust area. The option to request special property tax requisition is available to all local trust committees.

The tax can be used when a local trust committee (LTC) wishes to take on a large initiative with local significance or additional operations. Although meant to support special projects, initiatives must still remain within the legislated jurisdiction of the Islands Trust, and be:

- a program or service not offered in all local trust areas;
- an enhanced service level that reflects a unique demand or additional power (authority) that Trust Council has delegated to an LTC by bylaw; and/or
- 'not included in the base budget.

HOW MUCH CAN A LOCAL TRUST COMMITTEE REQUEST?

There is no limit. Trust Council policy does set a minimum of $5,000 for any single special requisition.

DOES THERE HAVE TO BE PUBLIC CONSULTATION ABOUT PROPOSED SPECIAL TAX REQUISITIONS?

Yes. Trust Council policy requires that local trust committees ask the public for feedback in the relevant local trust area about the purpose and cost of the proposed special requisition. LTCs are obliged to advertise and promote that they are looking for feedback. Trust Council will consider any feedback received before it provides final approval or denial of a special requisition.

DOES EACH PROPERTY OWNER PAY THE SAME AMOUNT FOR A SPECIAL PROPERTY TAX?

Not necessarily. While the same tax rate for the requisition will be applied across the local trust area, the resulting dollar amount collected may be different for each property. The final amount is based on a number of factors, including tax rate, the type of property, and the assessed value of a property.

The Province collects the special requisition tax at the same time and in the same way as the general property tax levy that funds the Islands Trust.

CAN PROPERTY OWNERS “OPT OUT” IF THE INITIATIVE DOESN’T BENEFIT THEM DIRECTLY?

No. A special levy is requisitioned from all taxable properties on all islands within the local trust area in question. A single property or island cannot opt out of a special requisition.

Last updated: November 7, 2022

WHAT HAPPENS IF A LOCAL TRUST COMMITTEE DOESN'T SPEND THE REQUISITIONED FUNDS?

If any funds are unspent at the end of the fiscal year, they will be put into a special reserve fund for future use by the local trust committee. Unspent funds can only be used to complete the special project or initiative for which they were collected. In the event the project is complete, the funds can be used for other work of the local trust committee, with Trust Council's approval. The funds cannot go into the Islands Trust's general revenues.

WHAT ARE EXAMPLES OF SPECIAL TAX REQUISITIONS?

In 2013, the Islands Trust Council delegated certain coordination powers to the Salt Spring Island Local Trust Committee for the purposes of preserving and protecting water resources in the Salt Spring Island Local Trust Area. Each year since 2014, the Salt Spring Island Local Trust Committee has requested a special local tax requisition from the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island.

HOW IS A SPECIAL PROPERTY TAX LEVY DECIDED UPON?

- The local trust committee must submit a business case and detailed budget for the initiative to Trust Council's Financial Planning Committee by October 31st.
- At its November meeting, Financial Planning Committee will review whether the initiative meets the criteria for the special tax levy and will consider its recommendation to Trust Council.
- In December, Trust Council will consider whether to approve funding the initiative through the Islands Trust general budget for the following fiscal year.
  - If Trust Council decides the initiative is funded through the general budget, then there is no need for a special tax levy.
  - If Trust Council decides the initiative is not appropriate for support through the general budget but could funded be through a special tax levy, it is referred back to the local trust committee.
  - By the end of December, the local trust committee would need to pass a resolution to pursue a special property tax requisition.
  - The local trust committee will undertake public consultation on the proposed initiative during January and mid-February.
- Financial Planning Committee considers the public feedback on the special requisition at their February meeting and make a recommendation to Trust Council as to whether or not the initiative should be funded via special requisition.
- Trust Council considers the public feedback and Financial Planning Committee's recommendation when reviewing the draft budget at its March meeting.
- If Trust Council approves the special property tax requisition, it includes the special levy amount in the Islands Trust budget bylaw for the following fiscal year.

WHERE CAN I FIND ADDITIONAL INFORMATION?

For more detailed information please refer to Policy 6.3.2 – Special Property Tax Requisition.

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title):
Salt Spring Island Local Trust Committee

Business Area:
Local Trust Committee Services:
Salt Spring Island Local Trust Committee.

Name of Request:
SSIWPA Coordination: $75,500

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ____________________

■ **Other – please describe:** _ Communications and education materials; Meeting costs

Date of Funding Request Submission: July 27, 2022

Funding Required for (date range): April 1, 2023 to March 31, 2024

ISSUE/OPPORTUNITY:
The Salt Spring Island Local Trust Committee (SS LTC) has been coordinating the Salt Spring Island Watershed Protection Alliance (SSIWPA) since 2013 using delegated authority from the Islands Trust Council (*Islands Trust Act*, Section 8(2)(b)) via Trust Council Bylaw No. 154. SSIWPA provides a forum within which to engage in multi-jurisdictional planning for the sustainability and protection of freshwater resources on Salt Spring Island.

PROJECTED RESULTS/DELIVERABLES:
Assuming that SSIWPA's 2023/24 workplan is generally consistent with that of fiscal 2022/23, the following costs are anticipated:

- Coordination of SSIWPA by third-party coordinator in 2023/24 fiscal year - $60,000
- Development and dissemination of education and communication materials related to freshwater and watershed protection on Salt Spring Island - $13,740
- Meeting Costs - $1,760
- **Total - $75,500**

RISK ASSESSMENT:

- SSIWPA is only a coordinating body – it has no regulatory function – it may only request the SS LTC or Trust Council to do something. Thus the risk is managing expectations. This is managed through communications which have evolved over numerous years and continues to be refined. Communications is part of the funding request.

ALTERNATIVES CONSIDERED:

1) **Fund SSIWPA from general Islands Trust budget**

   Trust Council Policy Special Property Tax Requisition Policy (6.3.2) states that the Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:
   - the program is considered to be a base service of the LTC;
   - the program is a scheduled official community plan review or land use bylaw update; and
   - the program has Trust-wide implications and benefits.

   If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.
   SSIWPA does not meet the above criteria. Therefore, it is unlikely that the Islands Trust Council would support SSIWPA as a general budget item and instead requires approval via a special property tax requisition.

2) **Fund SSIWPA as a minor LPS project (up to $5,000)**

   Funding SSIWPA as a minor LPS project would enable hiring a contractor to provide administrative support in the form of assembling agendas, booking meeting space and suppling a minute taker. However, there would be no one to lead development of the communications and education materials that SSIWPA has come to expect, manage any SSIWPA-led projects, or coordinate implementation of the SSIWPA workplan.

3) **Terminate funding support for SSIWPA**

   Concluding funding support SSIWPA would mean there would be no body to coordinate the freshwater and watershed protection work of various agencies and community groups on Salt Spring Island.

CRITICAL SUCCESS FACTORS: Ongoing coordination and communication regarding fresh water issues with the SS LTA. Agency and community organization commitment and participation.

RECOMMENDED OPTION:
That the FPC include a special property tax requisition of $75,500 to support the ongoing coordination of watershed and freshwater protection policies on Salt Spring Island.

COST/BENEFIT ANALYSIS:
Freshwater policy and watershed protection is multijurisdictional on Salt Spring Island. In the absence of SSIWPA – or a similar body – there would be no existing alternate mechanism by which the agencies of jurisdiction and other interested community groups would have a forum to coordinate their freshwater efforts.

The cost of providing a contractor to coordinate SSIWPA is commensurate with the level of expectation placed on that coordinator via the RFP and signed contract. To date, the SSIWPA coordinator has been expected to be more than an administrative coordinator that assembles meeting agendas and secures meeting space. Instead, the coordinator has been expected to oversee the development of communications and educations materials, compile and aggregate information for reporting to the SSIWPA steering committee, and liaise with the public and agency representatives.

The financial cost of this coordinating effort is borne by the taxpayers of the Salt Spring Island Local Trust Area.

PURCHASING PROCEDURE:
SSIWPA coordination contract can be renewed annually for up to five years. After five years, or at any time the annual contract expires and the LTC wishes to do so, an RFP can be issued for coordination services.

PROPOSED IMPLEMENTATION STRATEGY:
Ongoing. No new implementation.

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

- *The Senior Freshwater Specialist is an active member of the technical working group – a committee of SSIWPA. This group involves an estimated 10 hours monthly (prep, attendance, follow up).*
- *An Island Planner or Planner 2 may be an active member of the SSIWPA steering committee. This involves an estimated 10 hours monthly (prep, attendance, follow up).*
- *An Island Planner &/or an RPM manages the SSIWPA Coordinator Contract. This involves an estimated 3 hours monthly (contract interpretation, editing, and renewal).*
- *Various administrative positions may process SSIWPA Coordinator or related requests (including finance and EDM filing). This involves an estimated 2 hours monthly.*

Staff time in total annually is estimated at: 300 hours.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
First Nations have been invited to participate. None have accepted the offer. The offer should be extended annually at minimum.

Salt Spring Island Local Trust Committee	July 27, 2022
Initiator Name, Title	Date

Stefan Cermak, Director of Planning Services	Sept. 19, 2022
Reviewed by Department Lead: Name, Title	Date

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

Islands Trust

Overview

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

Submissions

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

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

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

I wish to address Islands Trust Council or ______________________Council Committee

at the meeting of 6 December 2022

I REPRESENT Myself, David Dunnison
(Name of Organization if applicable)

AS Myself
(Capacity/Office)

NAME OF PRESENTER or Alternate David Dunnison

ADDRESS [redacted] Salt Spring Island BC V8K 2K5

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

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

A review of carbon storage and carbon storage potential within the Islands Trust Area

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

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

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

Date: 13 Nov 2022 Signed: David Dunnison Digitally signed by David Dunnison Date: 2022.11.13 11:16:38 -08'00'
(Signature of Applicant)

The Islands Trust Area Carbon Storage Myth

(Caution: Math Ahead)

Delegation to Islands Trust Council

David Dunnison

6 December 2022

Background

"Islands Trust carbon sequestration and storage statistics were derived in 2014 through a contract between a UBC Grad student, Richard Schuster, and the Islands Trust Conservancy"

Source: Frater et al. (Dec 2019). State of the Islands Indicator Project: Final Report. Islands Trust

https://islandstrust.bc.ca/wp-content/uploads/2020/05/TAS_2020-01-22_StateOfTheIsland_FinalReport-with-Survey.pdf

- This was not a research project
- This was not ground-truthed and involved no in-field measurements
- This was not independent research
- This was not peer reviewed nor published in a scientific journal
- There was no overseeing scientific advisor nor any UBC researchers involved
- There was no assessment/comparison of non-CDF zone areas

All Exhibits clearly state, "Produced by Richard Schuster on Behalf of the Islands Trust Fund"

Author Does Not Claim Otherwise

Richard Schuster CV, Carleton University

https://carleton.ca/biology/wp-content/uploads/Richard-Schuster-CV-18_10_10.pdf

“PROFESSIONAL HISTORY

Service Contractor … 2014 … Independent contractor

…

• Carbon and biodiversity mapping for the Islands Trust area as well as cost effectiveness analysis of land protection in the Islands Trust area compared with the larger region. (Islands Trust) …”

Stated Report Conclusions

Stated Conclusion:

"…there is 82% more standing carbon and 43% higher carbon sequestration potential in the IT area than in non IT parts of the CDF…"

Albeit:

"…(data) was not available for areas in the CDF on the Lower Mainland…"

"an adjustment of … calculations was beyond the scope of this report … which will most likely over-estimate carbon values"

Source: Schuster, Richard (23 Mar 2014). Carbon and Biodiversity Mapping and Assessment for the Islands Trust Area. Islands Trust Fund. https://islandstrust.bc.ca/document/carbon-and-biodiversity-mapping-and-assessment-for-the-islands-trust-area/

Expanding Island Trust Claims

2015: Overstated authorship

"Researchers from the University of British Columbia's Department of Forest and Conservation Sciences released a report…" Source: The Heron. Winter 2014-2015.

2016: Overstated capability and importance

"The forests of the Islands Trust Area have a high carbon storage capacity, with the potential to act as a major sink for carbon produced in the region…" Source: Islands Trust. Climate Action Revenue Incentive (CARIP) Public Report for 2016.

2019: Best in BC

"The forests in the Trust Area actually store and sequester more carbon per hectare than the rest of BC … the Trust Area islands stand out as exceptional. Trust Area forests sequester unusually high levels of carbon." Source: Busheiken, Laura (2019). Trustee Notebook.

2020: Best in Canada … and the world?

"British Columbia ecosystems have some of the highest carbon stores in Canada… Coastal Douglas-fir forests within the Islands Trust Area store and sequester more carbon per hectare than the rest of British Columbia." Source: Islands Trust. Protecting the Coastal Douglas Fir Zone, An Islands Trust Toolkit.

Key Rationale for New Policy Statement

“The Trust Area also plays an important role in provincial and national efforts to reduce greenhouse gas emissions by capturing and storing carbon in natural areas…”

Source: Islands Trust (15 July 2021). Islands Trust Council DRAFT Bylaw No. 183 ISLANDS TRUST POLICY STATEMENT BYLAW, 2021.

https://islandstrust.bc.ca/wp-content/uploads/2021/07/New-Draft-Policy-Statement-Colour-Coded.pdf

Key Lobbying Claims

"…coastal Douglas-fir ecosystems within the Islands Trust Area store 82 per cent more carbon and have 43 per cent higher carbon sequestration potential than other parts of the region… The most recent Trust Council meeting demonstrated a pervasive hesitancy... Time is running out"

Source: Doll, Shauna and Genovali, Chris; Raincoast Conservation Foundation (2021). Trust must act on climate emergency declaration. Gulf Islands Driftwood. 8 November 2022.

https://www.gulfislandsdriftwood.com/trust-must-act-on-climate-emergency-declaration/

"When ranked for… carbon storage capability… the Coastal Douglas-fir is the most important BC ecosystem… carbon sequestration in the Islands Trust area is an average of 82% higher per hectare than in CDF areas elsewhere."

Source: Law Student Andrew Spear, Articled Student Ruben Tillman, Supervising Lawyer Calvin Sandborn (2020). Legal Measures to Protect the Gulf Islands Coastal Douglas-fir Zone. Environmental Law Centre Clinic Report prepared for Raincoast Conservation Foundation.

https://elc.uvic.ca/publications/coastal-douglas-fir-forests/

Unfortunately, the Report Has a Major Error

Calculations in the report adjusted for total area of the Islands Trust Area versus the total area of the Non-IT area (i.e. pro rata by overall area)

- Parking lots, roadways, airports, shopping malls, offices, suburbs, factories, city halls, hotels, lakes, rivers, and other non-forested areas were all factored in as 'forest'
- No direct comparison of actual forest to actual forest
- Results and subsequent conclusions were fundamentally distorted by a simple math relationship error

Data in Schuster's Table 1 Should Leap Out at Reader

The relationship is this simple

- Non-IT Area has 11% more Standing Carbon
- Non-IT Area Sequesters 41% more Carbon

Item	CDF	Non Isl. Trust Area	Islands Trust Area	% total in IT
Standing Carbon [t]	24,314,351	12,806,439 Bigger	11,507,913 Smaller	47.3%
Sequestration Potential [t/yr]	459,934	269,355 Much Bigger	190,578 Much Smaller	41.4%

Source: Schuster, Richard (23 Mar 2014). Carbon and Biodiversity Mapping and Assessment for the Islands Trust Area. Islands Trust Fund. Table 1. P 3.

https://islandstrust.bc.ca/document/carbon-and-biodiversity-mapping-and-assessment-for-the-islands-trust-area/

The Math: Non-IT Area Is Superior

Annual Storage Potential Formula:

Sequestration Potential ÷ Standing Carbon = Annual Storage Increment %

Non-IT Area: 269,355 (t/yr) ÷ 12,806,439 (t) = 2.10% increase per year

IT Area: 190,578 (t/yr) ÷ 11,507,913 (t) = 1.66% increase per year

Non-IT Area has a 27% advantage (2.1% vs 1.66%) in Carbon Sequestration

Schuster (2014) data illustrates Non-IT Area is superior at sequestering carbon, both in absolute terms (41%) and in proportional terms (27%)

Sample Island Trust Statements

Starke, Justine (2020). Protecting the Coastal Douglas-fir Zone & Associated Ecosystems An Islands Trust Toolkit. Islands Trust. https://islandstrust.bc.ca/wp-content/uploads/2020/11/cdf-toolkit-final-web.pdf "British Columbia ecosystems have some of the highest carbon stores in Canada… Coastal Douglas-fir forests within the Islands Trust Area store and sequester more carbon per hectare than the rest of British Columbia."

Shelest, Cindy (1 June 2016). Climate Action Revenue Incentive (CARIP) Public Report for 2015. Islands Trust. https://islandstrust.bc.ca/wp-content/uploads/2021/02/carip2015publicreport.pdf "The forests of the Islands Trust Area have been identified as having a high carbon storage capacity, with the potential to act as a major sink for carbon produced in the region"

Shelest, Cindy (31 May 2017). Climate Action Revenue Incentive (CARIP) Public Report for 2016. Islands Trust. https://islandstrust.bc.ca/document/carip-report-for-2016/ "The forests of the Islands Trust Area have a high carbon storage capacity, with the potential to act as a major sink for carbon produced in the region"

Mobbs, Julia (31 May 2018). Climate Action Revenue Incentive (CARIP) Public Report for 2017. Islands Trust. https://islandstrust.bc.ca/document/carip-report-for-2017/ The forests of the Islands Trust Area have a high carbon storage capacity, with the potential to act as a major sink for carbon produced in the region"

Mobbs, Julia (1 June 2019). Climate Action Revenue Incentive (CARIP) Public Report for 2018. Islands Trust. https://islandstrust.bc.ca/wp-content/uploads/2020/05/2018_carip_survey_islands-trust.pdf "The forests of the Islands Trust Area have a high carbon storage capacity, with the potential to act as a major sink for carbon produced in the region"

UBC Study: Islands Trust Area Forests are Significant Carbon Sinks. The Heron. Winter 2014-2015 https://islandstrust.bc.ca/wp-content/uploads/2020/05/itf-heron-winter-2014-2015.pdf "Researchers from the University of British Columbia's Department of Forest and Conservation Sciences released a report … the forests of the Islands Trust area store and sequester more carbon than CDF forests outside the Trust area."

More Sample Islands Trust Statements

Islands Trust (15 July 2021). Islands Trust Council DRAFT Bylaw No. 183 ISLANDS TRUST POLICY STATEMENT BYLAW, 2021. https://islandstrust.bc.ca/wp-content/uploads/2021/07/New-Draft-Policy-Statement-Colour-Coded.pdf "The Trust Area also plays an important role in provincial and national efforts to reduce greenhouse gas emissions by capturing and storing carbon in natural areas…"

Busheiken, Laura (2019). Trustee Notebook. https://webfiles.islandstrust.bc.ca/islands/local-trust-areas/denman/Trustee%20Articles/2019-08%20Denman's%20Forests%20Climate%20Superstars.pdf "The forests in the Trust Area actually store and sequester more carbon per hectare than the rest of BC…"

Islands Trust (2021). Islands Trust Annual Report 2019/20. https://islandstrust.bc.ca/wp-content/uploads/2021/02/islandstrust-2020-annual-report-web.pdf "The forests of the Islands Trust Area have a high carbon storage capacity, with the potential to act as a major sink for carbon produced in the region"

Islands Trust (2021). Trust Programs Committee Agenda. https://islandstrust.bc.ca/wp-content/uploads/2021/06/TPC_2021-06-15_SM_AGD-PKG_FINAL.pdf "The Trust Area also plays an important role in provincial and national efforts to reduce greenhouse gas emissions by capturing and storing carbon in natural areas"

Islands Trust/Gabriola Housing Working Group (January 2021). Forest Ecosystems, Protected Land, and Groundwater on Gabriola. https://islandstrust.bc.ca/wp-content/uploads/2021/04/gb_2021-04-01-hapc_agd-pkg.pdf "The Coastal Douglas-Fir zone of which Gabriola is part has the highest rate of carbon sequestration of all biogeoclimate zones in BC"

What About Other Research?

There is no other supportive research for these statements

All of these statements about superior carbon sequestration in the IT Area are based solely on the Schuster (2014) report

As confirmed by the Islands Trust, this is literally the case:

“Islands Trust carbon sequestration and storage statistics were derived in 2014 through a contract between a UBC Grad student, Richard Schuster, and the Islands Trust Conservancy”

Source: Frater et al. (Dec 2019). State of the Islands Indicator Project: Final Report. Islands Trust

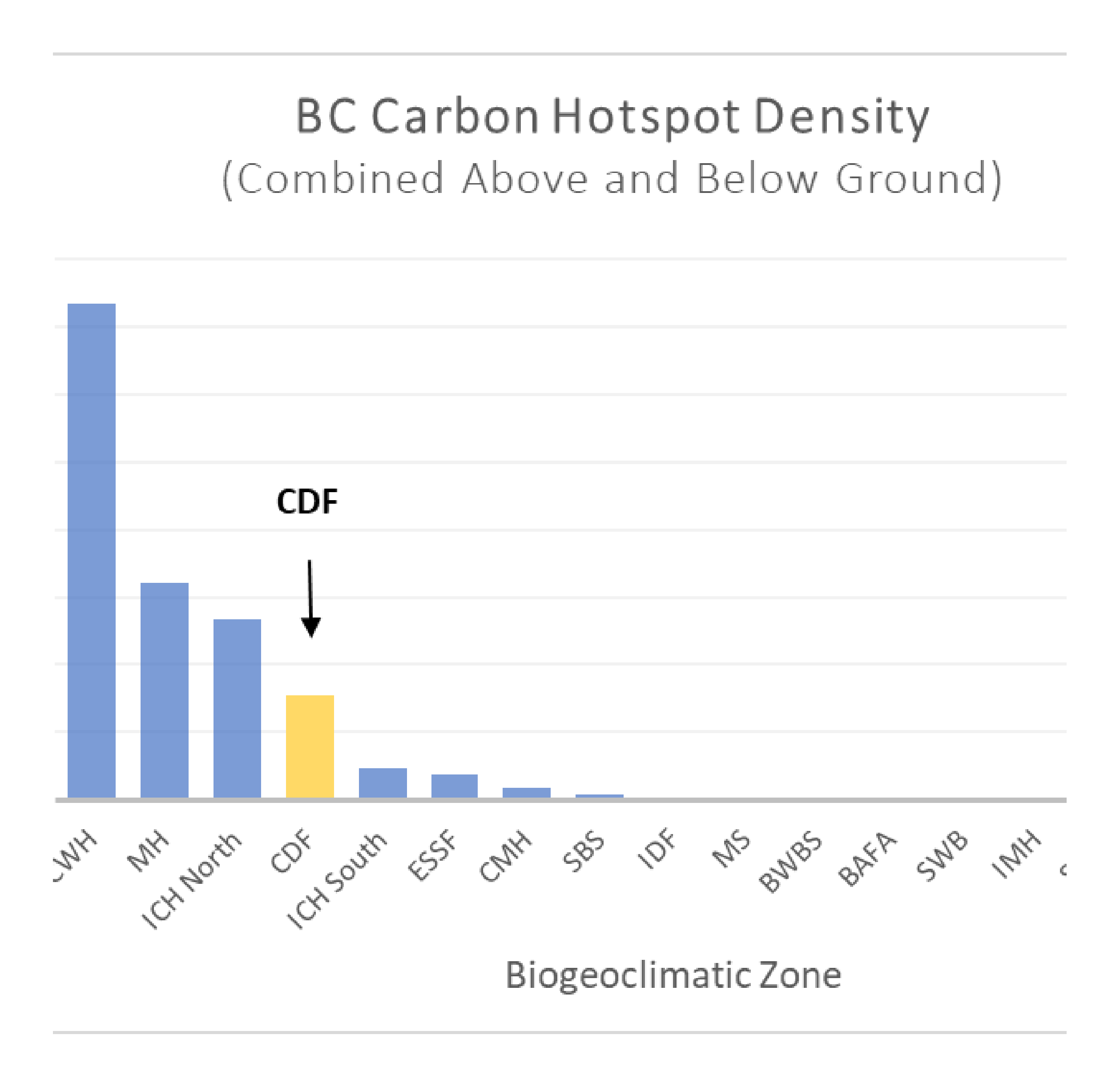
https://islandstrust.bc.ca/wp-content/uploads/2020/05/TAS_2020-01-22_StateOfTheIsland_FinalReport-with-Survey.pdf

CDF Lags In Terms of BC Carbon Hotspot Density

The CDF zone has one-third the carbon hotspot density of the CWH zone, and about one-half that of the Coastal Mountain Hemlock (MH) zone

Source: Ecosystem Services Assessment for British Columbia's Interior Temperate Rainforest, Upper Columbia Region, and Southern Mountain Caribou Populations

https://130ncw3ap53r1mtmx23gorrc-wpengine.netdna-ssl.com/wp-content/uploads/sites/69/2021/03/10.2020-ecosystem-services.pdf

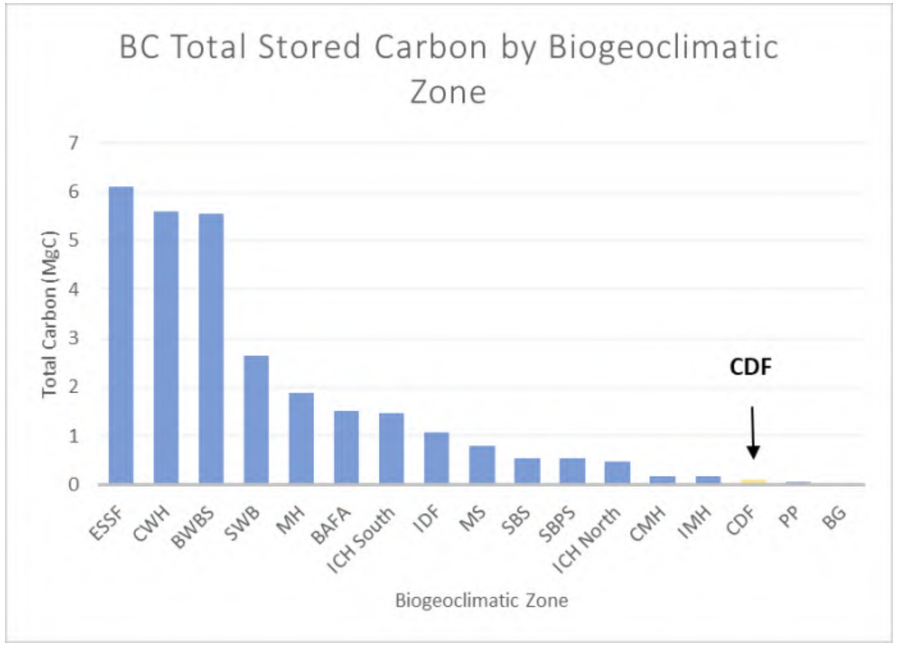


CDF Carbon Storage a Non-Factor

The CDF zone is insignificant in terms of total stored carbon with ~0.3% of BC's total

Source: Ecosystem Services Assessment for British Columbia's Interior Temperate Rainforest, Upper Columbia Region, and Southern Mountain Caribou Populations

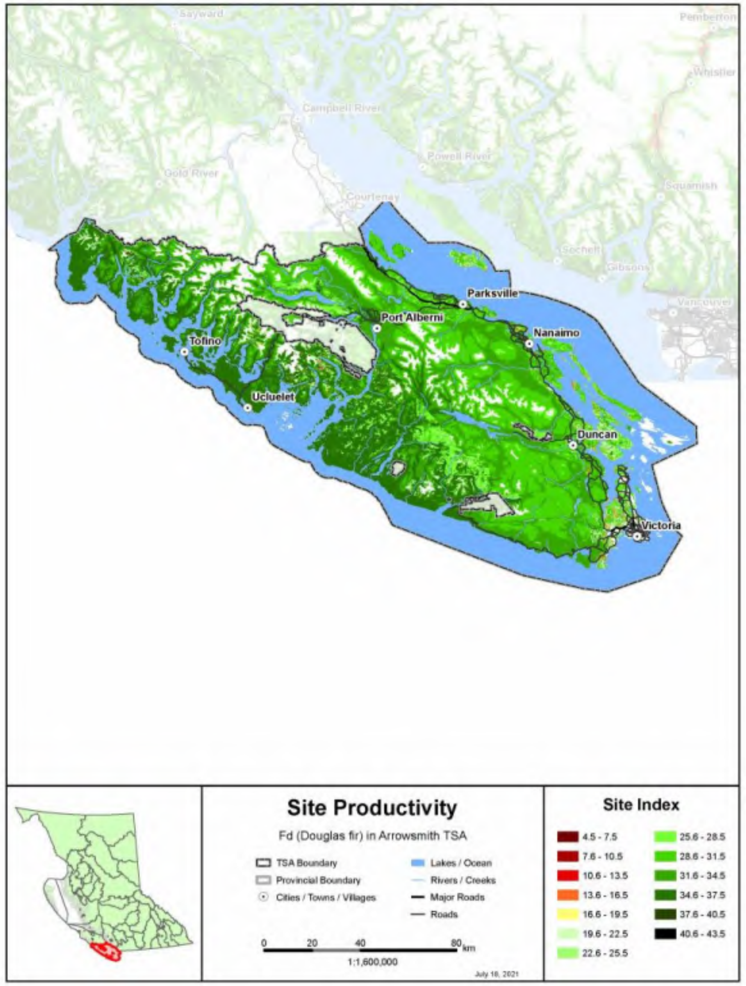
https://130ncw3ap53r1mtmx23gorrc-wpengine.netdna-ssl.com/wp-content/uploads/sites/69/2021/03/10.2020-ecosystem-services.pdf



IT Area Has Lowest Forest Productivity in Region

Carbon Storage capability is directly related to Site Productivity/Site Index

Source: BC Ministry of Forests. PM/TEM Data for Site Productivity Layer, Version 8 (2021-07-23). https://www2.gov.bc.ca/gov/content/industry/forestry/managing-our-forest-resources/forest-inventory/site-productivity/provincial-site-productivity-layer



CDF Carbon Storage Limited by Available Water

"(In BC Douglas-fir forests) total ecosystem C (Carbon), C stored aboveground (sum of live and dead trees of all sizes, downed woody debris, stumps, vegetation), and C stored belowground (sum of roots, forest floor, mineral soil) all significantly increased with increasing mean annual precipitation and decreasing aridity."

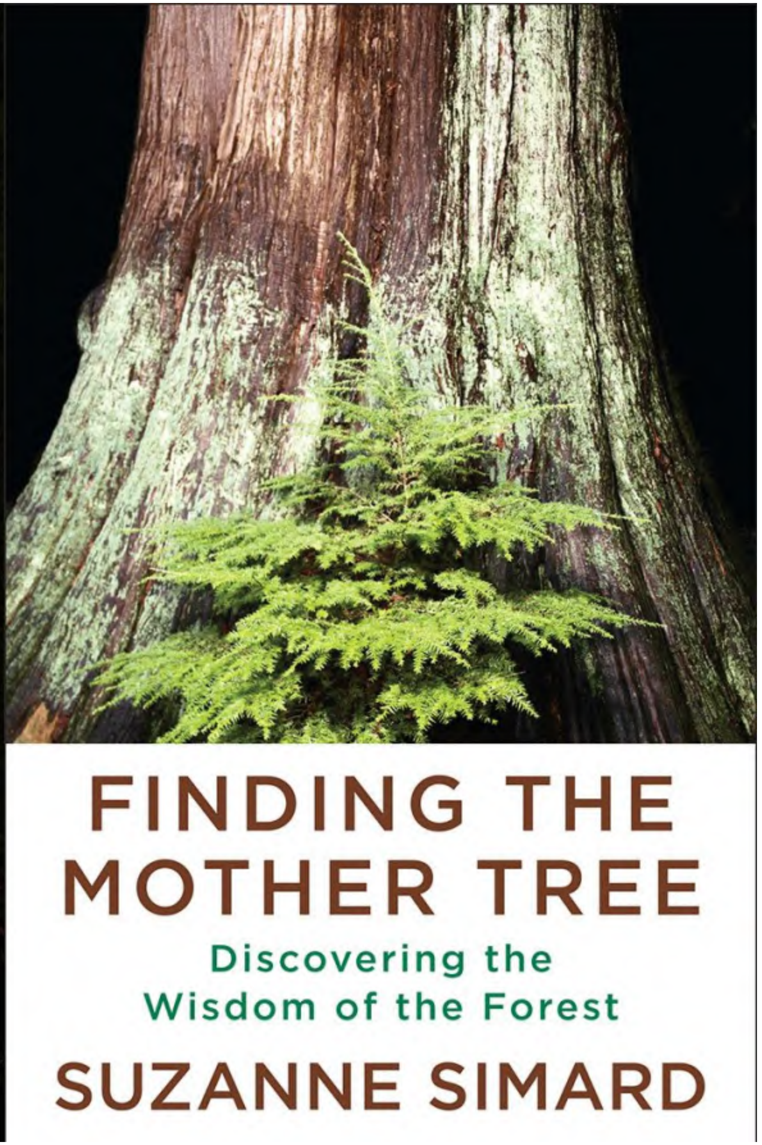
"As aridity (dryness) increased... Douglas-fir site index declined from 30 to 15 m, and ecosystem carbon storage decreased from 565 to 222 Mg/ha"

The Schuster (2014) data, illustrating that the Non-IT Area is superior to the IT Area, is consistent with this research

Source: Winnifred Jean Roach, Suzanne Simard, Camille Defrenne, Brian Pickles, Les M. Javkulich and Teresa Ryan (2021). Tree Diversity, Site Index, and Carbon Storage Decrease With Aridity in Douglas-Fir Forests in Western Canada. Front. For. Glob. Change. Vol 4.

https://www.frontiersin.org/articles/10.3389/ffgc.2021.682076/full

Yes, That Suzanne Simard



IT Carbon Storage Myth: Summary

- A math relationship mistake was made in a 2014 study conducted for the Islands Trust
- The stated conclusions were in error
- Those errant conclusions have been embellished ever since
- Integrity and honour are pillars of the Islands Trust's Standards of Conduct
- We need to stop spreading this misinformation
- We should exercise caution when lobbyists amplify the mistake

Islands Trust

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

Overview

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

Submissions

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

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

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

I wish to address Islands Trust Council or ____________ Council Committee

at the meeting of Dec. 6, 2022

I REPRESENT myself: woman, tradesperson, resident, citizen
(Name of Organization if applicable)

AS Mielle Chandler
(Capacity/Office)

NAME OF PRESENTER or Alternate Mielle Chandler

ADDRESS [redacted], Salt Spring Island

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

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

Democracy, Peace, and the Bylaw Enforcement System

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

text attached. Power-point to follow please!

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

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

need to get to work!!!

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

Date: Nov. 15, 2022 Signed: [signature]
(Signature of Applicant)

Citizen's Delegation to December 2022 Trust Council Quarterly

Submitted Nov. 15, 2022

Mielle Chandler
Tradesperson and aspiring farmer
Salt Spring Island

NOTE TO CENSOR: I'd liked to provide a power point to go with this presentation.

Before beginning: *request that the Chair ***if at all possible*** refrain from interrupting my presentation—it is nerve-wracking enough to do this as is!*

Dear Trust Council,

Thank you for your dedication to democracy, apparent in your openness to hearing from us, the people who elected you to represent us.

I have come here today to speak with you about my experience with and analyses of the Trust's bylaw enforcement system, and to offer some suggestions on how to make it better.

I speak with several hats—that of a middle-aged single woman, a daughter dedicated to housing her aging mother, a tradesperson in the field of water preservation, an aspiring saw miller and farmer, a sculptor, and a retired social and political scientist.

I am not speaking as a formal representative of any group, although, full disclosure, I am, with Jamie Harris, the co-founder of the Salt Spring Island Sustainable Forestry Association.

I am very aware that time is precious, so I will outline a vision for restorative enforcement and make my five points about our current system as briefly and succinctly as I can.

TO BEGIN WITH THE VISION: Wouldn't it be wonderful if, in the spirit of true deep inter-human and inter-species reconciliation, the peaceful, idyllic, and naturally abundant Gulf Islands cultivated a model of peace-building enforcement predicated on the values *not of retribution and punishment*, but, rather, on the values of restoring balance and respect?

Now I will share five analyses of the impacts our enforcement system currently has on my community…which is very much in contradiction to a vision of restoring peace, balance, and respect.

1. BYLAW ENFORCEMENT AND GENDER

To speak as woman is politically complicated these days. Without getting essentialist about it, we humans we are deeply socially inscribed by gender norms. People who are socialized as women tend to deal with trauma and threatening male authority in different ways than people who are socialized as men.

There are many single female landholders in the Gulf Islands. Some of us have felt threatened, disrespected, and unsafe on our own properties by the enforcement staff's methods of contact and communication.

2. BYLAW ENFORCEMENT AND SOCIO-POLITICAL POLARIZATION

Unhealthy polarizations are tearing up the islands community where I live.

There is an interesting class polarization between tradespeople who want to house their families and store some supplies in a barn or shed, and a certain clique of well-healed environmentalists who don't work with their hands or need tool, and see affordable housing as rampant development eroding the pristine island backdrop to their often-covenanted, and thereby tax-protected, lands.

This class polarization is amplified as the enforcement system which cracks down on small local businesses such as those of us who store our tools or equipment at home on our rural acreages.

Until recently, our dwellings were also cracked own on.

This kind of enforcement is making rural life very difficult for a number of working community members.

(*Just a note, that participating in democracy by sharing a working class experience is not easy, and I have taken time away from my livelihood at a time that I can ill afford it, in order to prepare and present this. I am not doing this for my own benefit, or because I enjoy it. I do it in hopes that it will help make things better for all.)*

Another unhealthy polarization exacerbated by the enforcement system is that between advocates for affordable housing and those who participate in what my island's OCP refers to as the "shared community resource" of visitor accommodation.

A large part of the problem is the way in which bylaws are made and amended.

Wouldn't it be wonderful if, instead of throwing an internally staff-drafted (or borrowed) proposed new bylaw out into the community for factions to fight about, the bylaw-making process itself began with community-building, and issued out of a community-building and well-facilitated community-let process?

In the long run, it would be more efficient and sustainable if Trust staff began the bylaw-making process by *FIRST* going out to, and really listening to, all parties concerned.

Let us imagine a Trust Area where staff are trained in peace-building and work to co-create good bylaws directly with the community members who are meant to be served by them.

3. BYLAW ENFORCEMENT AND ENVIRONMENTAL PROTECTION

Due how the preserve and protect mandate is interpreted, Trustees from the island I live on have given bylaw enforcement increased proactive powers on the many properties traversed by our rainforest seasonal streams, creeks, or which are adjacent to lakes.

It harms the cause of public and working people's support for good land stewardship when staff working within the enforcement system leverage these increased powers in ways that are experienced as draconian and not authentically in the interests of ecological preservation.

If you want to protect the environment, then invite the participation of landholders in collaborative and respectful ways.

We all want to take care of the land.

Let us do so in mutual support.

4. BYLAW ENFORCEMENT AND DEMOCRACY

As a political scientist, the erosion of an open and inclusive democracy is, for me, the most disturbing socio-political impact of the current enforcement system.

In my community there are many small business owners, *not* currently being enforced against, who are afraid to speak publicly or participate in civil society organizations (such as the builder's and contractor's association and the sustainable forestry association) lest doing so attracts the attention of enforcement.

To underscore my point: this is because enforcement is being used against working people in unfair ways.

Some of our civil society organizations are themselves rather unhealthily wracked by internal polarization. An example from my island are the prejudices against newcomers and intellectuals that condoned on and by a board of directors representing tradespeople.

My deepest hope and prayer here is that, as newly-elected Trustees, you will be good models for the leaders of our smaller civil organizations and work to create a truly inclusive and participatory democratic culture on our islands.

During the last political cycle there arose a culture of Trustees listening for reasons to censor and disrespect citizen speakers who were critical of the Trust's enforcement and other systems.

It is counter-productive to close down your citizens when they are upset about how their sense of safety, the sanctity of their homes, and their economic resilience and participation in the local economy are being negatively impacted by the Trust's staff.

The way to peace, respect and balance is to listen for content and then, collaboratively, make the necessary changes to the system so that it works for all of us.

5. A FINAL NOTE ON ENFORCEMENT AND THE TRUST POLICY STATEMENT

If there is to be a new Trust Policy Statement, please include protections for working people and small local businesses. Currently we have no protections.

The working citizens—those of us who are not among the economic elite, and who rely in part on using our land for our livelihoods (tradepeople, farmers, artisans, artists, bakers, accommodation providers, etc)—require protections too.

Economic resilience, diversity, and healthy communities are not opposed to environmental protection. In a functioning democracy, all of it needs to be included and protected.

In a democracy we also need processes of appeal. The Trust Policy Statement should include a right to appeal, and a neutral body to appeal to when citizens feel frightened by what they consider to be unfair enforcement.

To return, in closing, to the vision with which I began this presentation…

…to the lovely aspirations written into the Trust Policy Statement, please consider adding commitments to peace, plurality, balance, and participatory democracy.

(Personally I think mother nature's non-human entities *should* have democratic rights and votes. Giving votes to mother nature *should not*, however, reduce my rights to home and livelihood as an ecologically-responsible tradesperson. Still speaking personally, I find it quite shocking how targeted folks in my industry, arguably the most critical industry there is for preserving groundwater health, has been by enforcement action.)

In closing: in this time of economic and climate upheaval, let us be a model of how both community AND ecology can flourish, together, in mutually beneficial symbiosis and support.

Thank you.

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

Overview

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

Submissions

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

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

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

I wish to address Islands Trust Council or ______________________ Council Committee

at the meeting of December 2022

I REPRESENT ______________________
(Name of Organization if applicable)

AS ______________________
(Capacity/Office)

NAME OF PRESENTER or Alternate Mary Beth Rondeau

ADDRESS [redacted] North Pender Island

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

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

Reducing our Carbon Footprint and Promoting Resilience and Adaptability Finding a way through the science to establish principles and set policy

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

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

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

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

Date: Nov 16, 2022 Signed: ______________________
(Signature of Applicant)

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce Greenhouse Gases (GHG) and Promote Carbon Storage/Sequestration
2.Prepare for Climate Change with Resilience and Adaptability

Related Issues/Policies not included:
Environmental Sustainability
-Promote healthy ecosystems and biodiversity (has almost no impacts on climate change)

1.Reduce GHG and Promote Carbon Storage
Principle: Follow senior govts (federal provincial regional) information, policy (and funding)
Principle: Clearly and transparently set the context and facts
Principle: Follow democratic processes and utilize citizen involvement
Principle: Cooperate with senior govts (federal provincial regional) Principle: Our local govt should be refining broader policies as they relate to our local area
Principle: Find the win/win where policies support other well established polices
2.Prepare for Climate Change with Resilience and Adaptability
Principle: All information (above) should be constructive, focus on areas that can be controlled and promote unity

1.Reduce GHG and Promote Carbon Storage
-Climate Change is caused by GHG emissions
-Climate Change is one of the most important environmental issues of our time

Français

Government of Canada Gouvernement du Canada

Search ECCC

MENU

Canada.ca > Environment and natural resources > Environmental conservation and protection > Sustainability > Environmental indicators

Greenhouse gas emissions

Access PDF (1.32 MB)

Climate change is one of the most important environmental issues of our time. Climate change is caused by the increase in concentrations of greenhouse gases (GHGs) in the atmosphere. These increases are primarily due to GHG emissions resulting from human activities such as the use of fossil fuels or agriculture. This changing climate has impacts on the environment, human health and the economy. The indicators report estimates of Canada's emissions of GHGs over time.

Since 2015 and the signing of the Paris Agreement, Canada adopted 2005 as the base year for its GHG emission reduction target. In 2021, Canada committed to reduce its GHG emissions by 40-45 percent below 2005 levels by 2030. Historically, following the Canada's ratification of the Kyoto Protocol, the base year was 1990.

Principle: Follow senior govts (federal provincial regional) information, policy (and funding)

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce GHG and Promote Carbon Storage
-We are a spec in the global context: geograpic area and population

Principle: Clearly and transparently set the context and facts

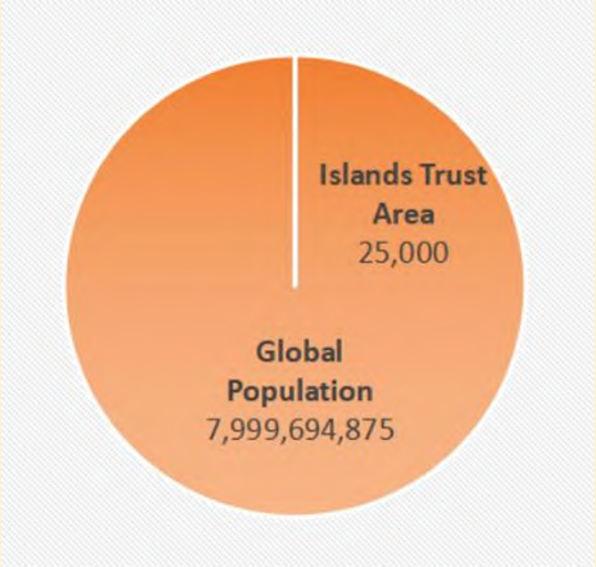
Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce GHG and Promote Carbon Storage

If we decide, through democratic processes, that GHG emissions are the most important and therefore, we should reduce our individual and collective GHG emissions in our jurisdiction (that we have control over).



Principle: Clearly and transparently set the context and facts

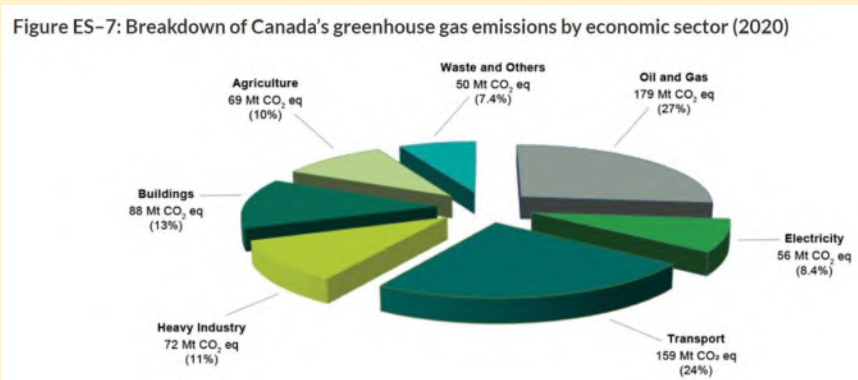
Principle: Follow democratic processes and utilize citizen involvement

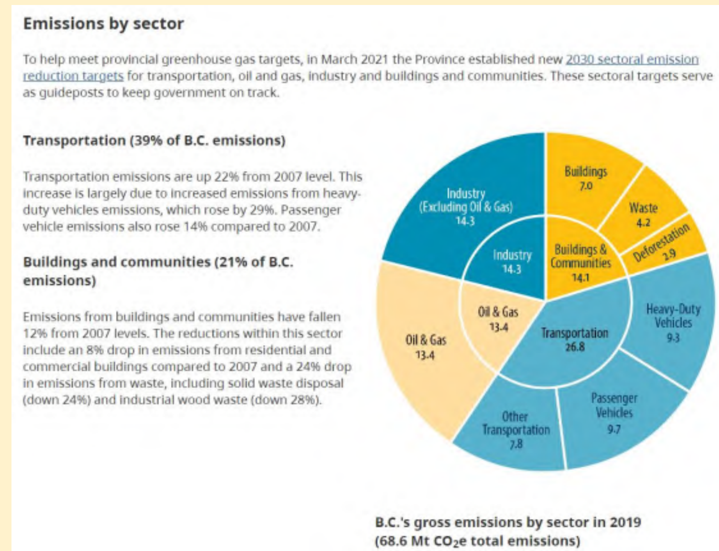
Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce GHG and Promote Carbon Storage
-The sectors that emit the most GHG are well documented by senior govts
-BC has included carbon storage offsets





https://alpha.gov.bc.ca/gov/content/environment/climate-change/planning-and-action/progress-targets

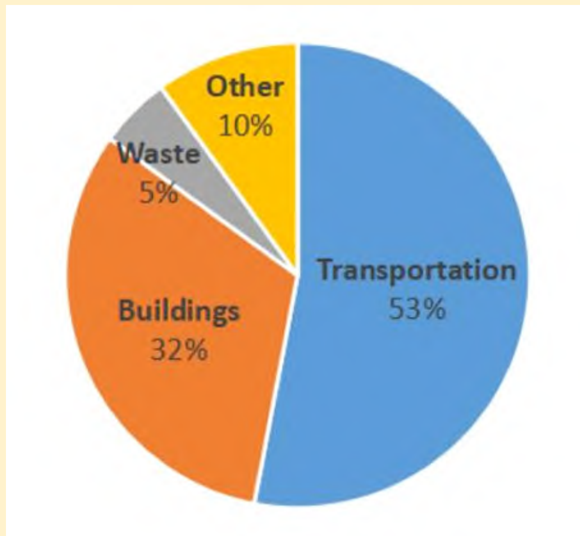
Principle: Clearly and transparently set the context and facts
Principle: Follow senior govts (federal provincial regional) information, policy (and funding)

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce GHG and Promote Carbon Storage
-Regional Districts have generally documented sectors that emit GHG



Principle: Clearly and transparently set the context and facts
Principle: Follow senior govts (federal provincial regional) information, policy (and funding)

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

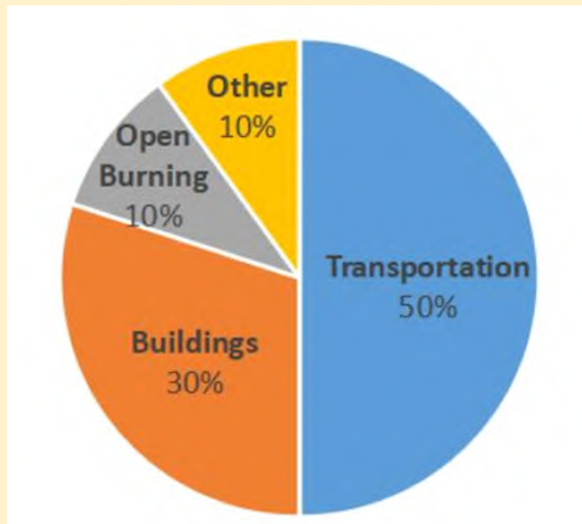
Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce GHG and Promote Carbon Storage
-Islands Trust Area can follow through on this policy related to GHG
-We need to calculate GHG/Carbon Offsets specific to our jurisdictions

Islands Trust

?



*'What If' Example of Islands Trust

Islands Trust *'What If'**
GHG calculations
-Transportation
-Building Heating/Cooling
-Open Burning

Principle: Clearly and transparently set the context and facts
Principle: Follow senior govts (federal provincial regional) information, policy (and funding)
Principle: Cooperate with senior govts (federal provincial regional)
Principle: Our local govt should be refining broader policies as they relate to our local area

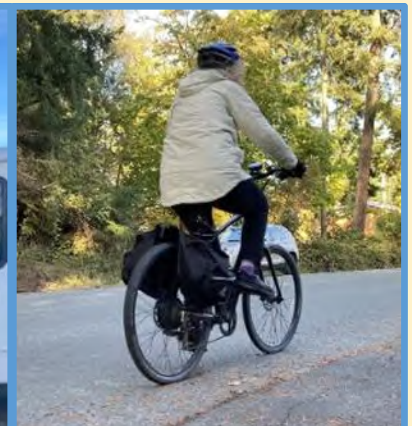
Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce GHG and Promote Carbon Storage
Transportation Emitting Sector
- alternate/active transporation
  - -health benefits of active transportation ✓ WIN
  - -improve pedestrian and cycling safety ✓ WIN

-electric vehicles



Referendum in the SGI to speed up delivery of alternate/active Transportation?

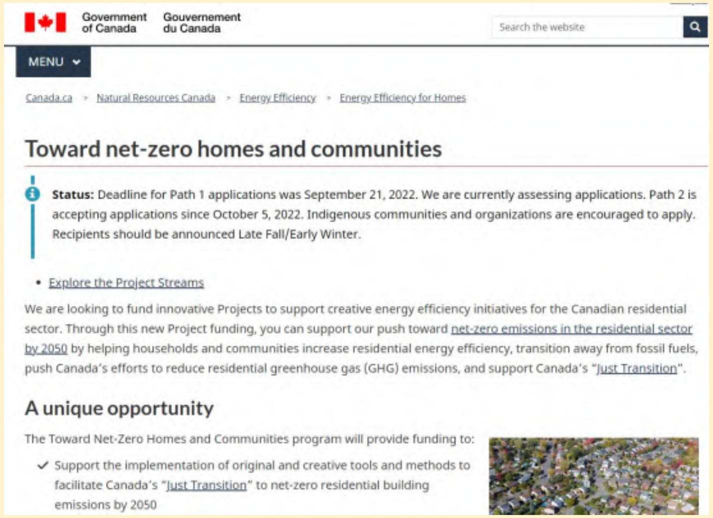
Principle: Follow senior govts (federal provincial regional) information, policy (and funding)
Principle: Cooperate with senior govts (federal provincial regional)
Principle: Our local govt should be refining broader policies as they relate to our local area
Principle: Find the win/win where policies support other policies

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce GHG and Promote Carbon Storage
Building Heating/Cooling - net zero incentive programs



Government of Canada / Gouvernement du Canada

Search the website

MENU

Canada.ca > Natural Resources Canada > Energy Efficiency > Energy Efficiency for Homes

Toward net-zero homes and communities

Status: Deadline for Path 1 applications was September 21, 2022. We are currently assessing applications. Path 2 is accepting applications since October 5, 2022. Indigenous communities and organizations are encouraged to apply. Recipients should be announced Late Fall/Early Winter.

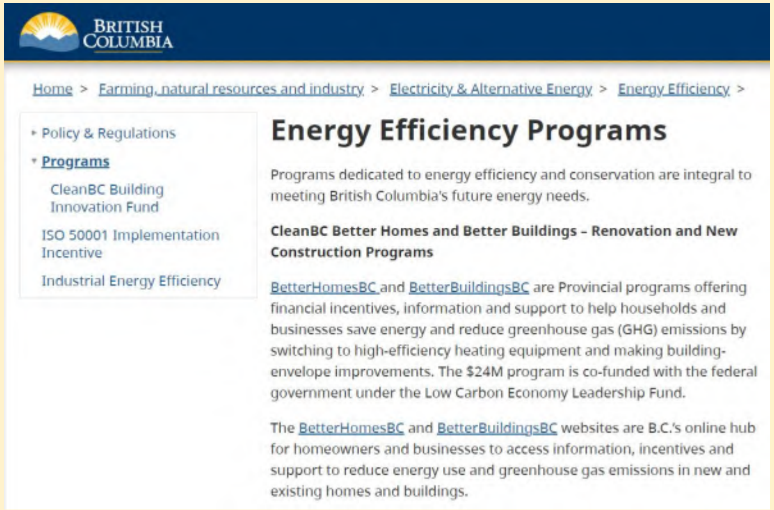
- Explore the Project Streams

We are looking to fund innovative Projects to support creative energy efficiency initiatives for the Canadian residential sector. Through this new Project funding, you can support our push toward net-zero emissions in the residential sector by 2050 by helping households and communities increase residential energy efficiency, transition away from fossil fuels, push Canada's efforts to reduce residential greenhouse gas (GHG) emissions, and support Canada's "Just Transition".

A unique opportunity

The Toward Net-Zero Homes and Communities program will provide funding to:

- ✓ Support the implementation of original and creative tools and methods to facilitate Canada's "Just Transition" to net-zero residential building emissions by 2050



BRITISH COLUMBIA

Home > Farming, natural resources and industry > Electricity & Alternative Energy > Energy Efficiency >

- Policy & Regulations
- **Programs**
  - CleanBC Building Innovation Fund
  - ISO 50001 Implementation Incentive
  - Industrial Energy Efficiency

Energy Efficiency Programs

Programs dedicated to energy efficiency and conservation are integral to meeting British Columbia's future energy needs.

CleanBC Better Homes and Better Buildings – Renovation and New Construction Programs

BetterHomesBC and BetterBuildingsBC are Provincial programs offering financial incentives, information and support to help households and businesses save energy and reduce greenhouse gas (GHG) emissions by switching to high-efficiency heating equipment and making building-envelope improvements. The $24M program is co-funded with the federal government under the Low Carbon Economy Leadership Fund.

The BetterHomesBC and BetterBuildingsBC websites are B.C.'s online hub for homeowners and businesses to access information, incentives and support to reduce energy use and greenhouse gas emissions in new and existing homes and buildings.

-We just had a mini-building boom
-What if we had promoted incentives for net-zero and the Gulf Islands had an ethic of net-zero homes?
-Are we taking advantage of all the rebates to transition cottages for winterization?

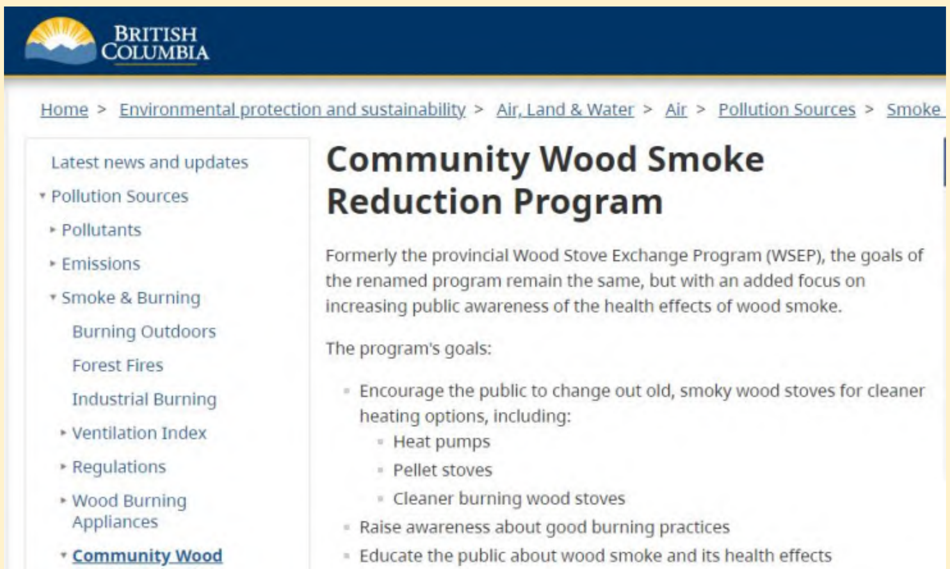
Principle: Follow senior govts (federal provincial regional) information, policy (and funding)
Principle: Cooperate with senior govts (federal provincial regional) to promote programs
Principle: Our local govt should be refining broader policies as they relate to our local area

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

1.Reduce GHG and Promote Carbon Storage
Heating with Wood
-devices that burn more efficiently
-education on how to burn efficiently and reduce impacts on air quality


BRITISH COLUMBIA

Home > Environmental protection and sustainability > Air, Land & Water > Air > Pollution Sources > Smoke

- Latest news and updates
- Pollution Sources
  - Pollutants
  - Emissions
  - Smoke & Burning
    - Burning Outdoors
    - Forest Fires
    - Industrial Burning
    - Ventilation Index
    - Regulations
    - Wood Burning Appliances
    - Community Wood Smoke Reduction

Community Wood Smoke Reduction Program

Formerly the provincial Wood Stove Exchange Program (WSEP), the goals of the renamed program remain the same, but with an added focus on increasing public awareness of the health effects of wood smoke.

The program's goals:

- Encourage the public to change out old, smoky wood stoves for cleaner heating options, including:
  - Heat pumps
  - Pellet stoves
  - Cleaner burning wood stoves
- Raise awareness about good burning practices
- Educate the public about wood smoke and its health effects

Principle: Follow senior govts (federal provincial regional) information, policy (and funding)
Principle: Cooperate with senior govts (federal provincial regional) to promote programs
Principle: Our local govt should be refining broader policies as they relate to our local a

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

Open Burning - bring composting facilities back into the conversation


BRITISH COLUMBIA

Home > Environmental protection and sustainability > Air, Land & Water > Air > Pollution Sources > Smok

- Latest news and updates
- Pollution Sources
  - Pollutants
  - Emissions
  - Smoke & Burning
    - **Burning Outdoors**
    - Forest Fires
    - Industrial Burning
    - Ventilation Index
    - Regulations
    - Wood Burning Appliances
    - Community Wood Smoke Reduction Program
  - Odour
  - Visibility
- Air Quality Data
- Air Quality Management
- Reports and publications
- Contact B.C. Air Quality

Burning Outdoors

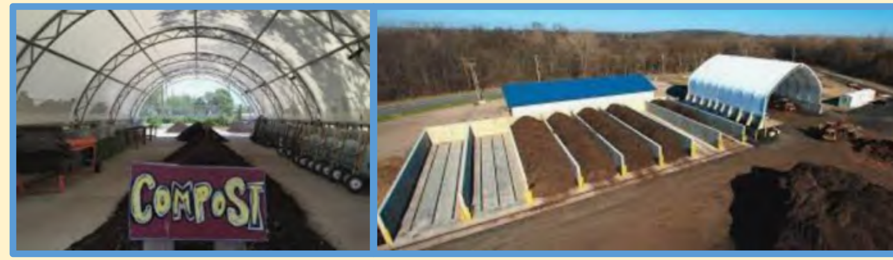
Backyard burning

Before resorting to burning:

- Recycle through your local program or at a collection facility
- Check what other disposal options are available for the material you want to burn
- Compost instead of burning leaves and clippings
- Hire tree trimming companies to dispose of land clearing debris
- Woody material could be turned into wood chips, particle board, wood pellets, or fuel for congeneration plants
- Make sure the weather and venting conditions are appropriate for burning
- Don't burn prohibited materials

Lighting a fire contributes to smoke-caused air pollution. If you are going to light a fire, here are some important ways you can help keep the air clear:

- Burn only during good venting conditions
- Burn efficiently by lighting a quick burning and hot fire that produces a minimum of smoke
- Don't starve the fire of oxygen and don't burn wet material
- Make sure the material has been dried for at least six months



-Improved Air Quality for Health	✓ WIN
-Improved Response to Forest Fires	✓ WIN
-Fire Departments - Reduced Risks	✓ WIN

Principle: Follow senior govts (federal provincial regional) information, policy (and funding)
Principle: Cooperate with senior govts (federal provincial regional)
Principle: Our local govt should be refining broader policies as they relate to our local area
Principle: Find the win/win where policies support other policies

2.Prepare for Climate Change with Resilience and Adaptability

-Turning around climate change depends on the global community

-We can only control what we can control (in our tiny area)

-The next important policy is to plan for change by implementing RESILIENCE & ADAPTABILITY

-The importance of focusing on things we can control is fundamentally important

"Climate change and its impacts can cause anxiety and grief.

Principle: Clearly and transparently set the context and facts

Principle: Follow democratic processes and utilize citizen involvement

Principle: All information should be constructive, focus on areas that can be controlled and promote unity

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

Islands Trust 'corporate operations' achieved Carbon Neutrality in 2018

Summary Report on

LOCAL GOVERNMENT CLIMATE ACTIONS 2018

50 Local Governments achieved carbon neutrality in their corporate operations in 2018

Ashcroft
Capital Regional District
Central Saanich
Coldstream
Columbia Shuswap RD
Comox Valley RD
Comox
Cowichan Valley RD
Cumberland
Delta
Duncan
Fort St. James
Granisle
Islands Trust
Ladysmith
Langley
Lantzville
Logan Lake
Lumby
Mission
Nelson
New Denver
Oak Bay
Oliver
Osoyoos
Parksville
Peace River RD
Pemberton
Penticton
Pitt Meadows
Port Alice
Port Hardy
Powell River
RD of East Kootenay
RD of Kitimat-Stikine
RD of Mount Waddington
RD of Nanaimo
Richmond
Sidney
Sooke
Squamish
Thompson-Nicola RD
Tofino
Ucluelet
Vancouver
View Royal
West Vancouver
Whistler

Carbon Neutral Local Government

The annual reporting of Climate Action Charter signatories through the CARIP survey enables a comparison from year-to-year, on the progress made by local governments on their carbon neutral commitments.

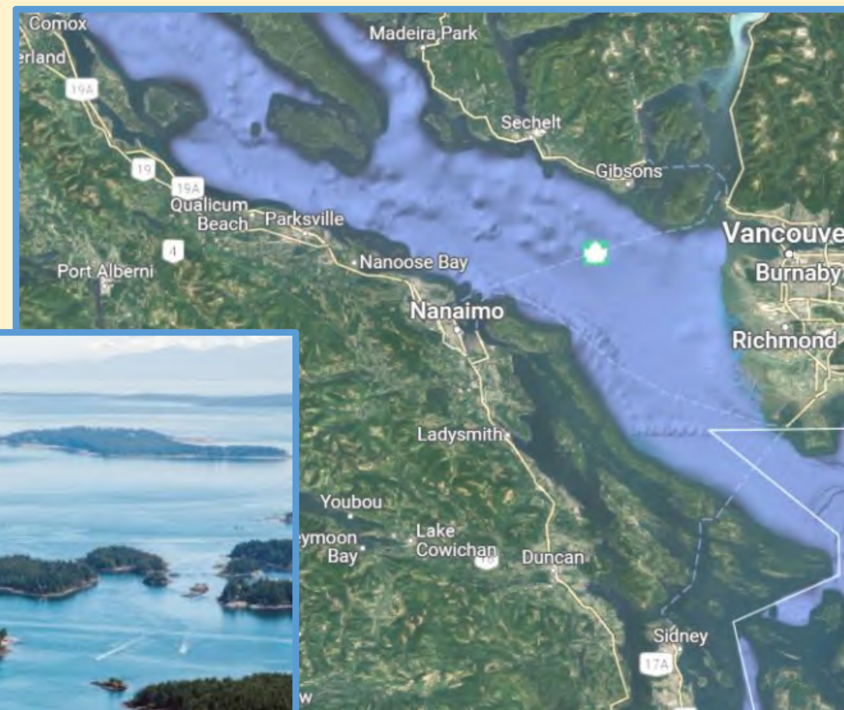
Of the 147 local governments that measured and reported on their GHG emissions in the 2018 CARIP reporting year, 50 local governments achieved carbon neutrality. This is an increase of five local governments since 2017. Appendix A lists the status of each local government's achievement toward the Charter commitment of carbon neutrality.

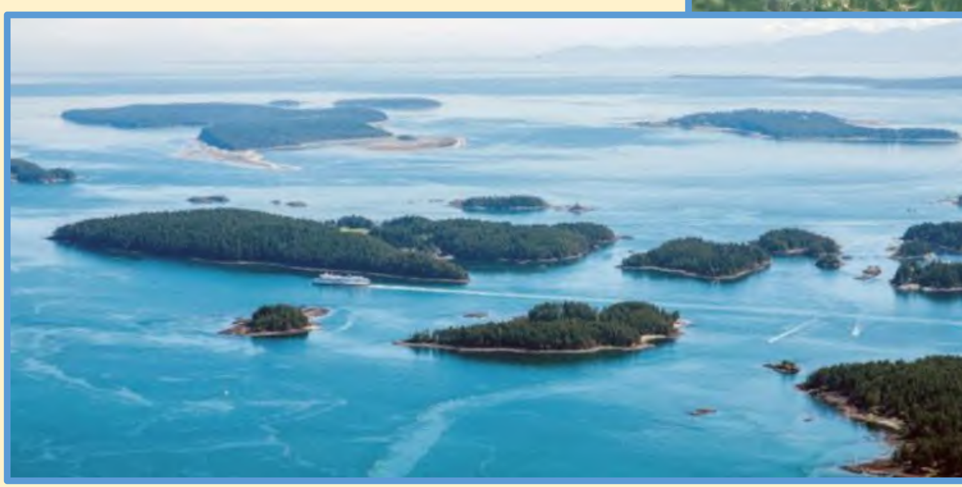
To support their achievement of Charter commitments, the GCC maintains a Carbon Neutral Framework (CNF), to provide guidance to local governments in measuring corporate emissions and balancing – through verified emission reduction projects – or offsetting emissions. The framework clarifies what emissions are in scope and how those emissions can be reduced and balanced / offset.

The CNF is designed to meet three key interests: ensuring that the approach offers choice in terms of the offsets that can be purchased; providing options for investments in local GHG reduction projects that are practical and flexible for the range of B.C. local governments; and ensuring that the approach is credible and that emission reductions are measurable. To do this, the approach provides options that allow local governments to use measurable community reductions to balance their corporate emissions (Options 1 and 2), as well as the ability to purchase validated offsets from a credible offset provider (Option 3).

https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/carip_2018_summary.pdf

Is the Islands Trust Area, along with other rural, forested areas of the province, already carbon neutral?
Moreover, are we a carbon sink for the planet?





Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

Climate Wise Islands

FACT SHEET

Islands Trust Climate Commitments

Islands Trust Climate Action

Climate change is a global problem that demands local action. The Islands Trust is committed to taking meaningful action to reduce the carbon footprint of our islands:

Bill 27: The Islands Trust is committed to meeting the requirements of Bill 27 – the *Local Government (Green Communities) Statutes Amendment Act* – by including GHG reduction targets, policies and actions in all19 of our Official Community Plans by May 31st, 2010.

Climate Wise Islands: Launched in September 2009, this new initiative reflects the Trust's long-term commitment to work with other levels of government and local community groups to build sustainable and low carbon island communities through innovative land use planning and advocacy.

Local Trust Committee Climate Action

All Local Trust Committee have made climate change a top work priority and are currently working to amend their Official Community Plans to comply with Bill 27:

GHG Reduction Targets: Local Trust Committees are working to develop meaningful emissions reduction targets to inspire action on climate change and meet Bill 27 requirements.

Climate Change Policies + Actions: To comply with Bill 27, Local Trust Committees are crafting climate change policies that address land use; transportation; building design, siting and landscaping; energy source and supply; food and agriculture, and; natural areas and ecosystems.

Climate Wise Islands

FACT SHEET

Planning Tools to Reduce GHGs

What planning tools can be used to reduce GHG emissions?

A variety of tools exist can be used by Local Trust Committees (LTCs) to develop climate change Official Community Plan (OCP) policies and meet the requirements of Bill 27:

Development Permit Areas

A development permit area (DPA) is an area identified in an OCP within which all subdivisions, new construction, and building additions or alterations require a development permit. In order to receive a permit, developers must conform to a set of development requirements determined by an LTC. Bill 27 allows local governments to establish DPAs specifically intended to reduce GHG emissions and promote energy and water efficiency. Permit requirements within these DPAs may include stipulations around site landscaping (e.g. natural shading, insulation, and wind-breaks to reduce building energy consumption), siting of buildings, exterior form and design of buildings, equipment and systems external to buildings and other structures, and restrictions on type and placement of trees and vegetation. Requirements such as parking stalls for small electric vehicles and plug-ins can also be required through DPA guidelines. DPAs address land use and exterior building design only, and cannot influence construction standards and interior building design.

https://islandstrust.bc.ca/wp-content/uploads/2020/05/10climchgefactsheet.pdf

On May 29, 2008, the Province passed Bill 27, the Local Government (Green Communities) Statutes Amendment Act, 2008.

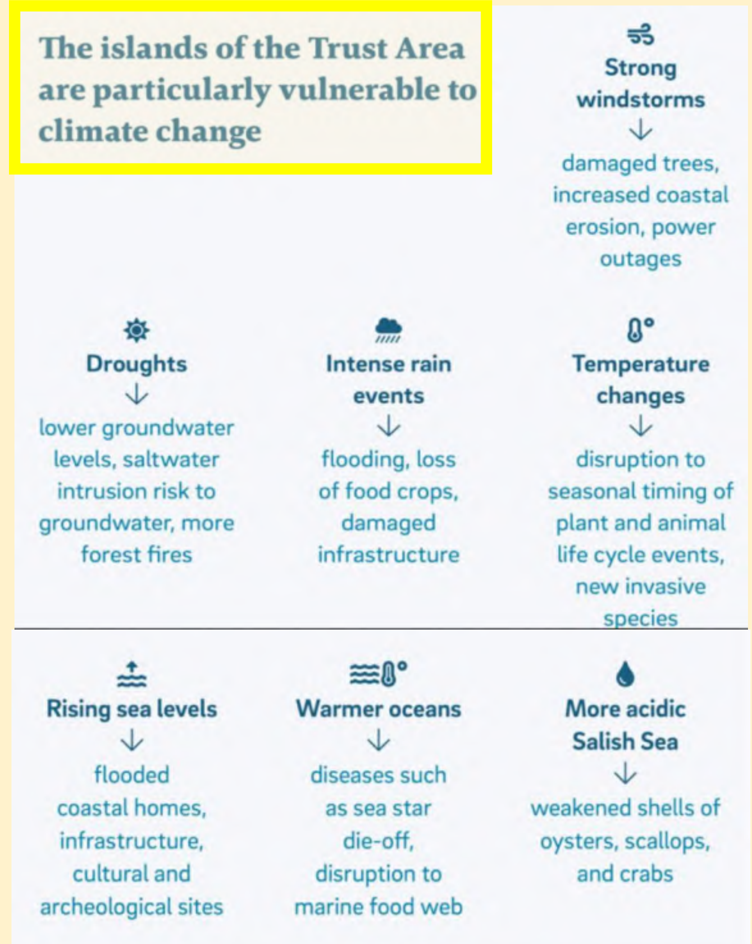
https://www.younganderson.ca/images/seminar_blogs/Going_Green_The_New_B.C._Legislation.pdf

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

What are the principles used to make this statement?



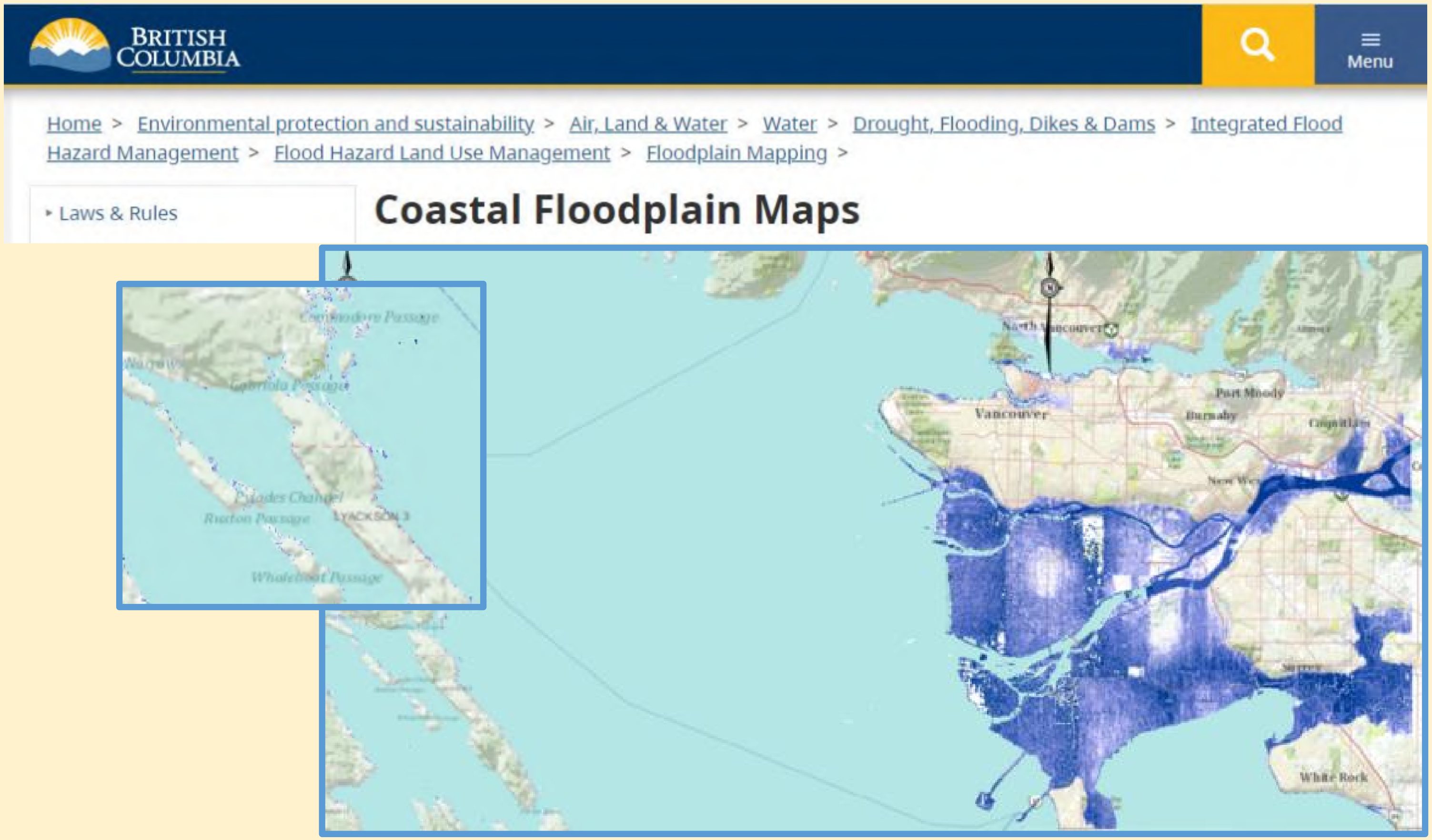
https://islandstrust.bc.ca/programs/climate-change/

Should this say:
"While the Islands Trust Area is tiny in the global context and our rural forested islands have already achieved carbon neutrality, we will work together to improve our status and do our part to reduce our carbon footprint ."*
AND
"In the Islands Trust Area, we will promote Resilience and Adaptability to prepare for climate change."
**what if*

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau



https://www2.gov.bc.ca/gov/content/environment/air-land-water/water/drought-flooding-dikes-dams/integrated-flood-hazard-management/flood-hazard-land-use-management/floodplain-mapping/coastal

Reducing our Carbon Footprint and Promoting Resilience and Adaptability

Finding a way through the science to establish principles and set policy

Dec 2022 Trust Council
MB Rondeau

Conclusion:
Pause and Re-evaluate the policies established in the last term of office and set criteria and principles upon which to proceed.

1.Reduce GHG and Promote Carbon Storage
Principle: Clearly and transparently set the context and facts
Principle: Follow senior govts (federal provincial regional) information, policy (and funding)
Principle: Follow democratic processes and utilize citizen involvement
Principle: Cooperate with senior govts (federal provincial regional) rather than expanding mandate
Principle: Our local govt should be refining broader policies as they relate to our local area
Principle: Find the win/win where policies support other well established policies

2.Prepare for Climate Change with Resilience and Adaptability
Principle: All information should be constructive, focus on areas that can be controlled and promote unity

Islands Trust

December 7, 2022

Islands Trust Council

STANDARDS OF CONDUCT, CONFLICT OF INTEREST, OPEN MEETINGS AND FREEDON OF INFORMATION SESSION

Background: To provide Trust Council orientation on key elements in public governance including standards of conduct policies, rules regarding conflict of interest and bias, the 'open meeting' rules under the Community Charter and Freedom of Information requirements. These areas are important building blocks in developing consistent engagement with the public and are core to Local Trust Committee decision making.

Purpose:

1. **To receive an overview of relevant governance matters including conflict of interest, open meetings and freedom of information.**

Resources: Russ Hotsenpiller, Chief Administrative Officer (CAO)
David Marlor, Director, Legislative Services

TIME	TOPIC	WHO
9:00 pm – 10:00 am	1. Standards of Conduct, Conflict of Interest, Bias, open meeting rules.	CAO Hotsenpiller

December 7, 2022
Islands Trust Council

RECONCILIATION & FIRST NATIONS ENGAGEMENT

Background:

In 2019, Islands Trust Council and Islands Trust Conservancy Board passed Reconciliation Declarations, and most local trust committees passed standing resolutions stating their commitment to reconciliation with associated actions they would endeavor to undertake. The Islands Trust Council also implemented a Reconciliation Action Plan in the 2018-2022 term. In 2019, the Province of BC enacted the Declaration on the Rights of Indigenous Peoples Act and, 2021 amended the Interpretation Act. In 2022, the Province released its 2022-2027 Reconciliation Action Plan which does not have any direct actions that apply to Islands Trust.

Purpose: To provide Trust Council with background on Trust Council's efforts to support reconciliation and review of the legal foundation of Aboriginal and treaty rights of Indigenous peoples, Aboriginal Title, the Crown's duty to consult and accommodate, the Declaration on the Rights of Indigenous Peoples Act and other topics.

Resources: Russ Hotsenpiller, CAO
Reece Harding, Barrister & Solicitor / Mediator, Young Anderson
Clare Frater, Director, Trust Area Services
Stefan Cermak, Director, Planning Services

TIME	TOPIC	WHO
10:00 – 10:10 am	Islands Trust Reconciliation Context Welcome and introduction of Reece Harding	Russ Hotsenpiller Clare Frater
10:10 am -11:00 am	Legal foundations presentation	Reece Harding
11:00 – 11:15 am	**BREAK**	
11:15 am – 11:40 am	Legal foundations presentation cont.	Reece Harding
11:40 am – 12:00 pm	Question and answers	Reece Harding Russ Hotsenpiller Clare Frater Stefan Cermak

Islands Trust

December 7, 2022

Islands Trust Council

STRATEGIC PLAN REVIEW

Background: Trust Council adopts and implements a strategic plan in support of its major priorities. This session is to review the continuing strategic plan and to initiate discussions regarding amendments to the plan for the coming term. Attached to this session outline is a report that went to September 2022 Trust Council, summarizing strategic priorities. Trustees can refer to this report for background on status of the plan.

Purpose:

1. **To receive a brief overview of important issues and projects, including highlights from the 2018-2022 Strategic Plan.**
2. **To hear from trustees on important issues from a local and Trust wide perspective and to begin informally identifying areas of focus for the term.**

Resources: Russ Hotsenpiller, Chief Administrative Officer (CAO)
Clare Frater, Director of Trust Area Services (DTAS)

TIME	TOPIC	WHO
1:00 pm	1. Review of key themes and work projects from 2018-2022 strategic plan 2. Initial discussions on timelines, key themes and processes for amendment to the Strategic Plan.	CAO Hotsenpiller

Attachment: September 20, 2022 Report to Trust Council regarding status of Strategic Plan

BRIEFING

To:	Trust Council	**For the Meeting of:**	September 20, 2022
From:	**CAO**	**Date Prepared:**	August 31, 2022

SUBJECT: **September 2022 Strategic Plan Update**

PURPOSE: To provide an update on the Strategic Plan.

BACKGROUND: Trust Council gets quarterly updates on the Strategic Plan on a project basis, however this report is intended to provide a broader, annual assessment of progress on the plan overall given the end of the term.

The Strategic Plan was adopted in December 2019, so has been operational for 2.75 years. The Plan was adopted following a priority planning process, as follows:

June 2018 Saturna	Initial concepts about type of plan and process
January 2019 Nanaimo	Introduction of assumptions and principles, broad themes
March 2019 Gabriola	Facilitated session with consultant to develop strategic objectives
June 2019 Galiano	2nd facilitated discussions with consultant, discussion on strategies, work plan items
Aug 2019	Referral of 1st Draft to Council Committees
Sept 2019, Bowen	1st Draft of Strategic Plan presented to Trust Council
December 2019	2nd Draft of Strategic Plan adopted by Council
January 2020	Initiation of Strategic Plan work-plans

Principles

During the adoption process, important principles were discussed by trustees and staff and adopted as guidance in implementation of the Plan:

a. The Strategic Plan should be simple, realistic and achievable
b. The Plan is in support of the object of the Trust and within our authorities
c. The Policy Statement is the primary source of strategic planning direction
d. The Strategic Plan is funded

Key themes

- Reconciliation
- Climate Change
- Housing access and affordability
- Marine and freshwater protection
- Communication

A central theme of the strategic planning process that has been revisited with trustees on a regular basis is that (from previous reporting, 2019)

> *The proposed strategies focus primarily upon our land use authority with Trust Area Services as a supporting agency to the plan. There is not an extensive amount of issue-associated advocacy presented with the proposed strategic plan.*

This means that success in the long term for the Strategic Plan is through the adoption by local trust committees, through the Official Community Plan (OCP) amendment process, of key areas of importance: Reconciliation, Climate Change, Housing, and Marine protection. This is inexorably linked to amendment and adoption of the Policy Statement

AMENDMENTS

There have been three significant additions to the Strategic Plan:

1. Inclusion of forest protection based projects
2. Inclusion of a governance review process for the Islands Trust
3. Inclusion of Trust Council review of its Policies and Procedures

ANALYSIS

The 2018-2022 Strategic Plan work program at time of adoption was ambitious and as noted, was increased by adding three significant projects in the last year. While it is unrealistic to expect that the Plan would be completed in three years given its size and complexity, there has been progress in delivery of plan items.

Most importantly, if there is a belief that amendment of local bylaws is a fundamental means of achieving Islands Trust strategies, the work this term will have set the stage for OCP and land use bylaw amendments for a future Trust Council, if they so direct.

1. **Land Stewardship**
    a. Mapping of the coastal Douglas-fir (CDF) zone is complete and will be an asset for the Islands Trust (1.1.) This information can now inform land use decisions. Development of a model bylaw is pending and will carry over. Salt Spring has utilized this project to develop wildfire resilience programming.
    b. The inclusion of a series of forest-based initiatives for the Trust has been underway for the last year, primary among these being a request for a municipal tree cutting authority for the Islands Trust. This request will likely be considered by government as part of any overall review of Islands Trust governance and authorities.
    c. Increasing the percentage of Natural Area Protection Tax Exemption Program (NAPTEP) from 65% to a higher percentage. The Ministry of Finance and the Ministry of Municipal Affairs have provided important information to guide Islands Trust in this regard. Advocacy has been undertaken relating to enforcement of development permit areas and the Private Managed Forest Lands (PMFL).

    Overall, this area of interest has seen modest success and sets the stage for future work in adopting forestry development permits and achieving increased input into forest health in the region.

2. **Marine and Freshwater Stewardship**
    a. The eelgrass mapping project has been completed. It will inform decisions that impact ecosystem and climate health.
    b. That work informs Strategy 2.3, development of a model policy and bylaw for foreshore protection; however, that work will need to carry over to the next term.
    c. We have developed a Freshwater Strategy. Implementation will be carried over to next term and beyond. This is a fundamental, long-range investment in understanding the state of freshwater in the region and will assist future Councils in making land decisions.
    d. Water budgets complete for Southern Gulf Islands. Recharge mapping complete for Hornby, Denman, Gabriola, and southern Gulf Islands. Project continues in 2022-23 to include Salt Spring, Thetis, Bowen, Keats and Gambier.

3. **Climate change**
    a. Adoption of the updated Policy Statement is fundamental to achieving climate change progress for the Islands Trust. Strategy 3.2 "*amendment of OCPs and land use bylaws to foster climate change, including the Coastal Douglas-Fir zone, foreshore and groundwater"* is the most impactful strategy of the entire strategic plan. It will require at least five years of structured and regular updates to the Official Community Plans (OCP) of local trust areas. Much effort has been expended to address 3.2 including changing fee structures, changes to the land use planning service to create a long-range planning group, creation of Trust Council policy to lead the funding of Local Trust Committee projects and the establishment of a schedule of implementation for OCP amendments. Together, these items plus the will of a future Trust Council, will determine the success of 3.2.
    b. The development of climate change criteria has not progressed so far this term, nor has there been advancement in determining overall environmental health of the Trust Area. The long-term benefit of this project is that it would provide an environmental baseline across the spectrum of environmental analysis for future Trust Councils to measure their strategic progress and future climate change work. This item is underfunded and contingent on the cooperation of others.

4. **Community and Communication**
   This area of strategic work has seen some success but also a number of challenges.
    a. We now have the ability to not only broadcast but to have fully interactive electronic public meetings.
    b. We have developed and launched a new website, but it needs ongoing refinement and adjustment as an operational item.
    c. The Policy Statement project itself has demonstrated a need to improve our ability to engage on large projects and to better explain land use decisions at a local level. It is arguable that we do not communicate well or often enough and while the current work provides some progress, more is needed.
    d. Development of a Communications plan and strategy and adequate resourcing will be needed to advance our communications profile; however, it was turned down as a strategic objective in 2019 and dedicated funding has not been allocated.
    e. With regard to Strategy 4.4, it is undetermined whether the Island Trust has had any impact on strengthening housing affordability throughout the Trust Area at this point. Success of 4.4 relies on passage of the updated Policy Statement and several items are pending as they are included in the Policy Statement Review.
    f. The stewardship education program has been developed and is being implemented.
    g. We have seen significant development in our ability to work with First Nations over the course of the term and progress in this area will be a defining mark of this Trust Council. We have adopted a Reconciliation Declaration and Action Plan and we have established

relationships with a number of First Nations where communication and coordination was limited previously. Overall, this is an area of cautious success for the Trust and a notable area of improvement associated with Trust Council and its priorities.

5. **Governance**
    a. We have successfully, after 4 years, achieved amendment of the *Islands Trust Act* in a number of ways: adding First Nations to the bodies with whom the Trust works in cooperation, authority for LTCs to pass development approval information bylaws, delegation of development permitting and some variance permits and, the ability to direct funds towards environmental projects in community. More work is required on clarification of foreshore authority throughout the region.
    b. The Secretariat function has been implemented and is functioning well and to a degree has contributed to less negative feedback regarding cooperation on service delivery.
    c. The Islands Trust completed a Governance Review, received in March 2022. Subsequently a Governance Committee was created and tasked with review of the report recommendations initially and oversight of governance at the Trust on an ongoing basis.
    d. We have not developed a comprehensive strategy to seek additional funds from the Province.

THE FUTURE

A strategic plan does not end with the election cycle, and the work initiated by the 2018-2022 Trust Council will continue through the next fiscal year. The following are key projects that will carry over to next term that will be the subject of consideration by the new Trust Council:

- Development and adoption of local bylaws in support of Coastal Douglas-Fir conservation and associated ecosystems, foreshore protection and freshwater protection, floor area ratio, density bonus.
- Amendment of the Policy Statement project and adoption of requisite bylaws.
- Development of climate change/environmental indicator data.
- Policy Statement and OCP/LUB amendments in support of housing affordability.
- Review and updating of the Reconciliation Action Plan to include protocol agreements/ governance with First Nations.

Further, the Governance Review Report received by Trust Council recommended that the strategic plan be nested within a larger corporate plan and longer term horizon with annual adjustments. Certainly those objectives can be achieved by Trust Council. The Governance Committee has expressed interest in review of the strategic process of Trust Council and their work will inform strategic planning for the 2022-2026 term.

ATTACHMENT(S):

1. **Strategic Plan Quarterly Report**

FOLLOW-UP:

Prepared By: **R Hotsenpiller**
Reviewed By/Date: **August 31, 2022.**

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

1. LAND STEWARDSHIP

Preserve, protect and advocate for forest and terrestrial ecosystems

Strategy	Responsibility	Comment	Implementation
1.1. Map contiguous tracks of the Coastal Douglas fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems.	Regional Planning Committee	Completed.	Complete
1.2. Create a model development permit for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas fir zones throughout the Trust Area.	Regional Planning committee	Work will not be completed this term. RPC is reviewing work being undertaken by SSI on CDF protection (wildfire resilience), that work could lead to model bylaws in the future.	Not started
1.3. Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation in the Islands Trust Area.	Executive	Ministry officials have referred the Islands Trust to the Ministry of Finance for further information. A tax shift analysis is required for a business case to the Province of BC regarding Trust Council's desire that legislation be amended to increase the NAPTEP exemption.	Not started
1.4. Create forestry initiatives including establishment of development permit areas, tree cutting authority advocacy, enforcement of development permits related to forestry and advocacy associated with the *Private Managed Forest Land Act.*	Executive	Added March 2021 by amendment of Trust Council. Trust Council session on potential tree-cutting powers occurred September 2021 Advocacy has happened re PMFL Act changes. Subsequent discussion with Ministry staff regarding provision of tree authority ongoing, no specific outcomes achieved as of June 2022. This item may best be addressed as part of request by Trust Council for Province to conduct a review of the Islands Trust, June 2022.	In progress

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

2. MARINE AND FRESHWATER STEWARDSHIP

To preserve and protect marine ecosystems

Strategy	Responsibility	Comment	Implementation
2.1. Advocate to minimize the impact of commercial activities on the marine environment and participate in Canadas Southern Resident Killer Whale (SRKW) recovery plan.	Trust Area Services	Some related Facebook posts.	In progress
2.2. Map the extent of eelgrass and kelp beds throughout the Trust Area.	Regional Planning Committee	Work was completed in March 2022. Mapping and the associated reports for eelgrass and kelp mapping is now posted on the Islands Trust website at https://islandstrust.bc.ca/programs/ecosystem-inventories/ and will be shared with First Nations and others as requested.	No mapping has been ground truthed and further work could include field work to confirm mapping done through photo interpretation (e.g. Level 2 mapping of eelgrass).
2.3. Undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore.	Regional Planning Committee	Partially completed.	Inventory complete, model bylaws not adopted and could be considered for future work.

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

2. MARINE AND FRESHWATER STEWARDSHIP

Protect quality and quantity of fresh water resources of the Trust Area

Strategy	Responsibility	Comment	Implementation
2.4. Develop a regional freshwater management strategy that a. addresses responsibilities under the Water Sustainability Act, b. identifies water resources throughout the Trust Area, c. integrates water resource management into land use decision-making, and d. accounts for the impacts of climate change on island water resources.	Regional Planning Committee	Final Strategy presented to Trust Council in December 2021. Implementation could be part of future work planning.	Complete.
2.5. Map and develop water budgets for groundwater aquifers in the Trust Area.	Regional Planning Committee	Water budgets complete for southern gulf islands. Recharge mapping complete for Hornby, Denman and Gabriola, and southern Gulf Islands. Project continues in 22-23 to include Salt Spring Thetis, Bowen, Keats, Gambier, and select associated islands. Summary of project to be delivered to public in March 2023.	In progress
2.6. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.	Regional Planning Committee	Delayed waiting outcome of groundwater mapping projects.	Not started

Policy Statement Goal B: 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'

3. CLIMATE CHANGE

Mitigate and adapt to climate change impacts

Strategy	Responsibility	Comment	Implementation
3.1. Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies.	TC/Executive/Trust Programs Committee	The Islands Trust released a "What we heard" Phase 1 public engagement report in July 2020 and Trust Council received the Phase 2 public engagement on Policy Directions results in 2021. The Islands 2050 Phase 3 public engagement process took place in March and April 2022. First Nations engagement continues throughout the project. In June 2022 Trust Council received an engagement report, requested staff make some changes to the draft and requested that TPC make further recommendations. Trust Council will receive recommendations in September 2022.	In progress
3.2. Amend Official Community Plans and land use bylaws to foster climate change resilience, including measures to protect Coastal Douglas fir, foreshore and nearshore environments and groundwater.	Local Planning Services	Awaiting model bylaw from RPC- item 2 above. This is not budgeted for FY2020/21. No budget requested for FY 2022/23. This item not expected to be completed this term.	Not started
3.3 Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts.	Trust Programs Committee	Trust Programs Committee received a contracted report about climate indicators at the August 2020 meeting which it forwarded to Trust Council.	Delayed

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Improve community engagement and participation in Islands Trust work

Strategy	Responsibility	Comment	Implementation
4.1. Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council.	Executive Admin-IT		Substantially complete however this will be ongoing work for the Islands Trust as additional resources have not been allocated to ongoing broadcast/live streaming in the future and there is variability across the Trust Area in terms of broadband access.
4.2. Develop a new website and initiate a social media program.	Executive		Complete as a strategic item, now an operational undertaking.

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Improve community engagement and participation in Islands Trust work

Strategy	Responsibility	Comment	Implementation
4.3. Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.	Trust Programs Committee	In 2020, TPC delivered a water conservation webinar, an eelgrass webinar and an ecosystem adaptation webinar. In February 2021, TPC delivered a groundwater licensing webinar. In 2021/22, TPC developed a "Living in the Islands Trust Area" mailing for people new to the region. In March 2022 the package was mailed to 1000 homeowners and in May 2022 TPC voted to continue the mailings three times a year in 2022. A mailing in August 2022 went to 100 new homeowners.	In progress

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Comment	Implementation
4.4 Implement the following high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council.	Trust Area Services/Local Planning Committee	See following	See following
4.4. i. Review the Islands Trust Policy Statement and give consideration to: a) giving affordable housing a greater profile for its role in sustainable communities b) including a reference to affordable housing in its policy direction to LTCs and municipalities.	TC/Executive/Trust Programs Committee	As described above the Policy Statement Amendment Project is underway. Engagement with First Nations continues.	In progress

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Comment	Implementation
4.4. ii. Review the Islands Trust Policy Statement to ensure that it: a) includes clear and well-thought out definition of affordability b) includes clearly articulated vision, goal and objectives for affordable housing c) gives affordable housing a greater profile for its role in sustainable communities d) includes a reference to affordable housing in its policy direction to LTCs and municipalities.	TC/Executive/Trust Programs Committee	As described above the Policy Statement Amendment Project is underway. The TPC affordable housing working group discussions informed the development of the Policy Directions report, the discussion paper for Trust Councils March 2021 meeting and draft amendments. Engagement with First Nations continues.	In progress
4.4. iii. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.	Regional Planning Committee	Consultant Report received by Trust Council September 2021. Returned to RPC for additional work.	In progress
4.4. iv. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.	Regional Planning Committee		Not started. See 4.4.v.
4.4. v. Develop model bylaws to address the use of building stratas as a tool for affordable housing.	Regional Planning Committee	RPC has requested funding for FY2022/23 to hold workshop on housing issues to consider them all together. no separate request for this item was made.	Not Started

Strengthen relations with First Nations

Strategy	Responsibility	Comment	Implementation
4.5 Adopt a Reconciliation Declaration.	Trust Council	Adopted March 2019.	Completed

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Strengthen relations with First Nations

Strategy	Responsibility	Comment	Implementation
4.6. Adopt and implement a Reconciliation Action Plan.	EXEC/TAS/LPS	Trust Council received a 2019-2021 Reconciliation progress report in March 2021 and reconciliation actions are summarized in annual reports. Progress was made in the areas of training/organizational change and relationship development through the Policy Statement process. Further work is required to formalize and document agreements and protocol with Nations.	In progress
4.7. Develop a Trust Area-wide archaeological impact strategy and establish a Cultural Working Group.	Trust Area Services	A process has been developed with regard to chance finds in the Trust Area. The Cultural Heritage Working Group needs to be reconsidered and updated.	Ongoing
4.8 Develop heritage preservation overlay mapping for the Trust Area and model heritage regulatory bylaws for protection of potential heritage and cultural sites.	Regional Planning Committee	Phase 1 completed in 2021/22. Phase 2 is budgeted for Fiscal 2022/23 at $72,000. Work has not yet begun due to consultant negotiations/access.	In progress

Policy Statement Goal D: 'Effective, efficient and collaborative governance'

5. GOVERNANCE

To improve and modernize the ability of the Islands Trust to regulate land use activity and work with others

Strategy	Responsibility	Comment	Implementation
5.1. Amend the Islands Trust Act or other legislation to: i. Allow for entry warrants ii. Grant authority to use municipal ticketing for development permit enforcement iii. Enable adoption of development approval information bylaws by local trust committee iv. Add First Nations to the list of bodies with whom the Trust works in cooperation v. Enable delegation to staff the issuance of development permits vi. Clarify foreshore zoning authority	Executive/LPC		Substantially complete
5.2. Provide a secretariat role to forums within the Trust Area.	Trust Programs Committee	Trust Council adopted the Secretariat Services policy in 2020. Trust Programs Committee co-hosted the Baynes Sound Lambert Channel Forum on May 30, 2020 and delivered support to coordination groups. In 2020/1 and 2021/22 and 2022/23 TPC allocated support to : - Southern Gulf Islands Forum, - Baynes Sound Lambert Channel Ecosystem Forum, - Coastal Douglas-fir Conservation Partnership, - Howe Sound Atl"ka7tsem Community Forum, and - Rural Island Economic Forum	In progress
5.3. Undertake a Governance and Management Review	Select Committee	Final report presented to Trust Council in March 2022. Governance Committee formed June 2022.	Received March 2022

Policy Statement Goal D: 'Effective, efficient and collaborative governance'

5. GOVERNANCE

To improve and modernize the ability of the Islands Trust to regulate land use activity and work with others

Strategy	Responsibility	Funding	Comment	Implementation
5.4 Implement a Trust Council Policy analysis, review, and amendment of deemed top priorities for consideration and approval by Trust Council.	Executive		Added March 2021 by amendment of Trust Council. To date 11 out of 18 policies marked for review have been amended and adopted.	In progress
5.5. Request additional funding from the Province	Executive		No active engagement underway with Province at this time.	Hold

To amend the Policy Statement

Strategy	Responsibility	Funding	Comment	Implementation
5.6. Amend the Policy Statement introductory and definitions sections.	TC/Executive/Trust Programs Committee	See 3.1		In progress
5.7. Determine if additional changes to the Policy Statement are desired by Trust Council.	TC/Executive/Trust Programs Committee	See 3.1	Pending Trust Council direction on next steps.	In progress

Islands Trust

December 7, 2022
Islands Trust Council
Planning Services – Local Trust Committee Orientation

Background: **This outline is presented in support of Trust Council orientation.**

Purpose:

1. **To provide an overview of Local Trust Committees**

Resources: Stefan Cermak, Director, Planning Services

TIME	TOPIC	WHO
2 pm – 3 pm 45 min	LTC Meetings – What to expect • Processes • Applications & Referrals • Projects	Planning Services Director and Managers
15 min	Q&A with Planning Services Managers	
Possible Upcoming Webinars	• Bylaw Enforcement • Freshwater Sustainability Strategy	At direction of Council

Islands Trust

December 7 and 8, 2022 - Islands Trust Council

Governance Committee Election

Background: This outline is presented in support of Trust Council inauguration.

Purpose:

1. **To provide opportunity to elect the Governance Committee for the 2022-2026 term as per Trust Council Policy 2.3.1**

Resources: David Marlor, Director, Legislative Services

TIME	TOPIC	WHO
December 7, 2022 2:30 pm	**Notice of election for Governance Committee**	David Marlor
December 7, 2022 2:35 pm	**Notice of Intent** **Governance Committee Candidates' Presentations.** The following have indicated • Kristina Evans • Alex Allen • Laura Patrick • Lee Middleton • Judi Gedye • Joe Bernardo • Tim Peterson • Kate-Louise Stamford • Aaron Campbell Anybody else who is interested may indicate his or her interest during this session. Opportunity will be provided at this time for each candidate, who has indicated interest to be on the Governance Committee, to make a statement why they would like to be on the Governance Committee (2 min each).	David Marlor
Immediately following candidate presentations:	**Election of the Governance Committee** - Call for nominations - Conducting of the election - Declaration of results	David Marlor

Islands Trust

December 8, 2022

Islands Trust Council

Eli Mina – Robert's Rules Session Outline

Background: **This outline is presented in support of Trust Council orientation.**

Purpose:

1. **To provide training and coaching on making meetings work better, rules of order and building better decision making teams.**

Resources: Eli Mina, Registered Parliamentarian
Attachment – Robert's Rules & Responsible Governance

TIME	TOPIC	WHO
9:00 am – 9:05 am	Introduction	Chair Luckham/CAO
9:05 am – 11:00 am	Robert's Rules & Responsible Governance	Eli Mina
11:00 am– 11:15 am	BREAK	ALL
11:15 – 12:00 pm	Robert's Rules & Responsible Governance – cont. with Question and Answer period	Eli Mina

Eli Mina, M.Sc., P.R.P.
Meeting Mentor, Registered Parliamentarian

Training & Executive Coaching on:

- *Making Meetings Work Better*
- *Demystifying the Rules of Order*
- *Building Better Decision Making Teams*

Published Books:

- "*101 Boardroom Problems & How to Solve Them*"
- *"The Business Meetings Sourcebook"*
- "*Mina's Guide to Minute Taking"*

Web Site: http://www.elimina.com

"Robert's Rules & Responsible Governance"

Table of Contents

2022-23

1. GOALS OF SHARED DECISION MAKING

The overall goals of shared decision-making are to achieve **good decisions**, to achieve them **together**, and to do so within a **reasonable amount of time**.

Substantively, a collective decision should be:
- Proactive (advancing the mission, vision and strategic plan).
- Balanced, fair and objective (balancing legitimate needs and interests).
- Informed (taking into account professional expertise and member input).
- Realistic and affordable.
- Legal and enforceable.
- Smart and creative.

Process-wise, a decision-making process should be:
- Measured and gradual: Sufficient time is allocated to scrutinizing proposals.
- Efficient: The decision is reached within a reasonable amount of time.
- Inclusive and transparent: Board members are engaged in the process as active partners, and not as reluctant or acquiescent followers. The membership is kept informed (early, and not just after the fact). Where appropriate or prudent, the membership is invited to comment or help shape the decision in some way. These efforts will increase the likelihood of successful and trouble free implementation of the decision and reduce the likelihood that it will be undermined from within the organization.

Boardroom Problems
1. A rush
2. No preparation
3. Short tempers
4. Last minute agenda items
5. Motions and amendments "on the fly"
6. Pre-determined outcomes
7. Late start & late arrivals
8. Use of computers and cell phones

2. FUNDAMENTAL DISCUSSION GUIDELINES

Order (one person speaks at a time; Chair or designated person keeps the speakers' lineup)
Focus (focusing on the group's core mandate; staying on topic; establishing outcomes)
Efficiency (on a per topic basis and on a per person basis)
Equality (ensuring equal opportunities to speak and share insights)
Decorum (remaining civilized and respectful; focusing on issues, not personalities)
Safe environment (making it possible to share unpopular but necessary points without fear)

3. PARLIAMENTARY PROCEDURE (RULES OF ORDER)

Parliamentary Procedure is the combination of rules and customs that govern the conduct of business meetings.

Hierarchy of governing documents:

1. Laws of the Land (applicable statutes)
2. Constitution and Bylaws
3. Rule book. In this handout package it is assumed that the current edition of Robert's Rules of Order Newly Revised (RONR, latest edition) is the Parliamentary Authority.

Purposes of the rules:

- To create the necessary structure and appropriate level of formality for a meeting
- To facilitate progress
- To include individual members in discussion and shared decision-making on a "level playing field".
- To protect the rights of the majority, minority, individuals, absentees, and the organization

Voting outcomes:

- Most decisions require a majority vote to adopt
- Depending on the statute or bylaws, abstentions may count differently in different settings.
- A tie vote means that a motion is defeated.

4. POINTS OF ORDER

A point of order is a statement by a member that a rule of the assembly has been violated, e.g.: digressing from the agenda, exceeding a prescribed time limit, and other violations.

RONR12 page 236 paragraph 23:4: "*In ordinary meetings it is undesirable to raise points of order on minor irregularities of a purely technical character, if it is clear that no one's rights are being infringed upon and no real harm is done to the proper transaction of business."*

5. UNANIMOUS (GENERAL) CONSENT

Unanimous/General Consent is an informal method of taking a vote, used for routine and non-controversial decisions. For example:

- *"Is there any objection to changing the agenda to consider item 7 now?* (Pause)? *There being no objection, we will proceed now with item 7, and then return to item 3*". **OR:** "*There is an objection and we will take a show of hands. Those in favor of changing the agenda raise your hands. Thank you. Those opposed raise your hands, etc."*
- *"Is there any objection to extending the time for this discussion by 5 minutes? (Pause). There is no objection and the time for this discussion has been extended until 3:40 PM".*
- *"Is there any objection to amending the motion by adding the words `including all taxes'? (Pause). There is no objection and the motion has been amended to read: ______".*

6. HANDLING MAIN MOTIONS

A main motion is a proposal to take action or express a view. The 6 steps of handling it are:

Step	Language	Pertinent points
1. A member makes a motion	"*I move that ___" or "I move that the following resolution be adopted: Resolved, That ___".*	1. Make sure the motion is concise, complete and unambiguous. 2. It is good practice to require motions to be submitted in writing.
2. Another member seconds the motion.	"*I second the motion" or "Second"*	Seconding does not mean endorsement of the motion, but only agreement that it should be discussed.
3. The Chair states the motion.	"*It is moved and seconded that we ___. Is there any discussion?"*	1. The Chair may rule a motion out of order (giving the reasons) or ask that it be submitted in writing before it is stated. 2. Ownership and control become **collective**. From now on withdrawing or amending the motion requires the group's permission.
4. Debate and amendment	The motion is debated and possibly amended by the group.	<u>Debate is closed by the group, collectively</u>, and <u>not</u> by one person calling "Question."
5. The Chair puts the motion to a vote.	"*There being no further debate, we will proceed to the vote. The motion is that _________. Those in favor of the motion raise one hand. Thank you. Those opposed raise one hand. Thank you."*	Ensure clarity by repeating the motion before the vote.
6. The Chair announces the outcome.	"*The motion is adopted" or "The motion is defeated."*	

<u>Problematic Motions</u>
A motion to receive a report
A motion to approve something "in principle" or "subject to"
A motion to support something a community group is doing

7. Agendas, Closed Meetings, Minutes

7.1 Agendas

An agenda is usually drawn up by the Chair and Senior Staff, with input from meeting participants. When designing an agenda for a meeting, consider these factors:

- The agenda is usually set by the Chair and/or by Staff. Organizational policies should establish deadlines for submitting agenda requests or documents.
- Most agenda items should be pre-scheduled, with last minute additions being the exception, and not the norm. Relevant documents should be circulated (and read) before the meeting. They should include **decision-making options** (or motions) where needed.
- Presenters of reports should receive confirmation of the time when they'll be asked to speak, how much time is available for the presentation (including question periods), and how they will be notified that their time is running out.
- The number of items on the agenda should be reasonable, to help ensure that each can receive proper attention within the available time. It may be wise to have **a timed agenda** or to explicitly allocate total time for major agenda items.
- Members who want to present their own motions (outside the normal process of staff reports and pre-crafted motions) should do so by introducing a ***notice of motion*** at a previous meeting, and then obtaining staff's help with the precise wording of the motion.
- In the case of a **large and/or contentious meeting**, it is useful to prepare and pre-circulate a brief summary of **proposed Standing Rules** for the meeting (see OFEEDS acronym, page 2). The rules should be reviewed and agreed to **at the start of the meeting**.

7.2 Confidentiality and Closed Meetings

In general there should be transparency and public access to most meetings and documents, especially in a public body. However, there are times when it is necessary to place risk management ahead of transparency and discuss sensitive issues in a closed meeting.

Some decision-making bodies conduct too much business behind closed doors. Such practices can erode public trust and confidence in the decision-making process.

Members must keep confidentiality and avoid divulging what was done or said in a closed meeting. Leaks from closed meetings can erode trust and may stifle discussions in subsequent closed meetings (people will hesitate to speak for fear of being quoted publicly). Leaks may also place the organization's interests or the privacy of individuals or third parties at risk.

A Member who believes an item was mistakenly placed on a closed meeting agenda should raise this point during the closed meeting, and the group should then decide whether the item belongs or does not belong on the closed meeting agenda.

7.3 Minutes

Minutes are a historical record of a meeting's decision-making processes, focusing primarily on what was done by the group (collectively) and not on what was said by individuals. Verbatim minutes should be avoided. Instead, the group should have either `decisions-only' minutes (for closed meetings) or `anecdotal' minutes (which capture key points made, with minimal or no attribution of comments to individuals).

8. "CHEAT SHEET" FOR MEETING PARTICIPANTS

If this occurs:	You can say:
Digression	*"Point of order."* *When recognized: "Can we please get back on topic?"*
Interruptions	"*Point of order."* *When recognized: "Can we have one person speaking at a time?" Or* *"Can we wait to be recognized by the Chair before we speak?" Or* *"Can we please hear people out without interruptions?"*
Personal attacks	"*Point of order."* *When recognized: "We should be focusing on issues, not people."*
Rambling	*"Can we please keep our comments brief? I'm concerned that we may run out of time for significant issues later on."*
Repetitive debate	*"Are we ready to close debate and vote on this motion?" Or:* *"I move to close debate." Or "I move the previous question."*
Side conversations	"*Point of order."* *When recognized: "Can we please have one conversation at time?"*
Unbalanced participation	*"I am wondering if we could hear from members who have not spoken."*
Unclear motion	*"Can we please have the motion repeated?" Or* *"I move to amend the motion by ____" (You may propose to replace, add, insert or delete text.)*
Last minute motion	*"I move that this motion be referred to ____ for input and assessment." Or:* *"Given that it's late, I suggest we discuss this motion informally now, and then postpone it until the next meeting."*

9. FREQUENTLY USED SECONDARY MOTIONS

RONR = Robert's Rules of Order Newly Revised, 12th edition.

The motion	The use	Pertinent points
Point of Order (RONR Sec. 23)	Points to a violation of a rule, policy, or bylaw.	The Chair can make a ruling on whether the point is well taken or not, or ask the group to make this decision.
Appeal (Sec. 24)	Two members who disagree with the chair's ruling can appeal it.	The ruling is put to a vote: "*Shall the Chair's ruling be sustained?"* A majority vote against a ruling reverses it.
Postpone Indefinitely (S. 11)	A motion to decline to take a position on a pending main motion.	This procedure disposes of the pending motion without a direct vote. It should be noted that the main motion can be renewed at a subsequent meeting.
Amend (S.12)	A motion to change the wording of another motion before voting on it.	Up to one primary amendment and one secondary amendment can be considered at the same time.
Commit/Refer (Section 13)	A motion to send the pending main motion to a committee or staff	Should include some instructions for the committee, e.g.: What questions will it address? When will the committee report?
Postpone to a certain time (S. 14)	A motion to postpone the pending main motion to a certain time.	Should specify the day and time to which the motion is to be postponed.
Limit or Extend Debate (Sec. 15)	A motion to limit or extend debate on a motion, e.g.: "*I move to extend debate by 5 minutes".* This motion is not debatable.	
Close Debate (or "Previous Question") (Section 16)	A motion to close debate and vote immediately: "*I move the previous question."*	The Chair can check informally if there is general consent to ending debate. If there isn't, the Chair takes a vote on whether debate will be closed.
Table (Section 17)	A motion to set a main motion aside temporarily, to accommodate something else of immediate urgency.	Most times the motion to table is used incorrectly. The correct motions are usually to postpone to a certain time, refer, or postpone indefinitely.
Suspend the rules (Section 25)	A motion to allow the assembly to suspend a rule for a specific purpose. This motion cannot be used to suspend legislation or rules protecting basic rights.	This motion can be helpful when the rules of order are proving too restrictive and a more flexible approach is needed. For example: "*I move to suspend the rules and allow more than one primary amendment at a time."*
Withdraw (Section 33)	Before debate begins, a motion may be withdrawn by the mover. Once debate begins, only the assembly – by a majority vote or general consent – can withdraw it.	
Reconsider (Section 37)	Under RONR, it can be made at the same meeting by someone who voted on the prevailing side.	Check Legislation/Bylaws/Policies for other provisions.
Rescind/Amend Something Previously Adopted (Section 35)	Under RONR, can be made by any member, provided the action is not impossible to undo (partly or fully)	Check Legislation/Bylaws/Policies for other provisions.
Renewal of motions (Section 38)	Defeated motions that are still applicable can be re-introduced at a later meeting as new business.	Check Legislation/Bylaws/Policies for other provisions.

10. PARLIAMENTARY MYTHS

THE MYTH	THE TRUTH
The mover of a motion owns it forever.	The maker of a motion stops owning it once debate on it begins. From then on, the group owns it, and the mover no longer has the right to unilaterally withdraw or amend the motion (which can be done by the group collectively).
A person must support a motion in order to second it.	Seconding only indicates that the person agrees that the motion should be discussed, and not that he or she supports it.
If a motion is moved and seconded, it is automatically open for debate.	A motion is open for debate only after the Chair states it and places it before the assembly. The Chair may refuse to allow a motion on the ground that it is out of order (violates a rule, bylaw, or law) or that it is poorly worded (e.g.: motion made `on the fly').
The Chair never votes, except to break a tie.	Unless explicitly prohibited (possibly by legislation) the Chair, also being a Council/Board member, votes like others.
The Chair never speaks in debate, unless he or she vacates the Chair.	This is only true if a Bylaw or Policy stipulates it. Robert's Rules of Order allow the Chair of a small board to speak in debate, but **on the same basis as everyone else**.
If a member `calls the question,' debate automatically ends. `Calling the question' may interrupt a person who is speaking and has precedence over anything else.	The decision to end debate is made by the group, collectively, and not unilaterally by the Chair or one member. If a motion to end debate is made formally, it may **not** interrupt a person who is speaking, and its mover has **no** special priority in the speakers' lineup.
The mover may close debate by speaking on a motion for a second time.	No (unless a Bylaw or Policy explicitly says otherwise).
The minutes must include everything that was said at the meeting.	Minutes are primarily a record of what was done by the group, and not a record of what was said by each member.
A member may insist that his or her comments be entered in the minutes.	Minute takers should follow minute taking standards, as established by policy. They should not be subject to random demands by individual members. It is generally not good practice to record verbatim minutes.
Any issue that could be embarrassing or politically uncomfortable to discuss in public can be discussed in an `in camera' meeting.	The Council/Board should follow its legislation and/or policy on `in camera' items. `Potential embarrassment' and `political discomfort' are unlikely to be valid justifications for discussing an item behind closed doors.
There can be no debate until there is a motion on the floor.	The Council/Board may opt to have informal discussion (exploring the nature of a problem) before introducing a motion (a solution).

11. DECISION MAKING PARAMETERS

11.1. Duty to Accept Collective Decisions
Many group decisions are reached by consensus, after consideration of all viewpoints, facts, issues, risks and opportunities. If all relevant concerns are taken into account before a decision is made, the likelihood of narrow majority decisions is reduced.

When achieving unanimity is not possible, a formal vote may be needed to bring closure to an issue. In such instances, there will be `*a winning side*' (a majority) and `*a losing side*' (a minority). It should be clear that, once a decision is made, it is **no longer a majority decision**. It is a **collective decision**, and the minority should accept it as a legitimate group decision and move on. If there is a need to revisit the decision later, individuals should do this within established processes.

11.2. Balancing Constituency and Organizational Interests
Members who are supported by or represent a constituency must remember that their primary duty is to serve the organization as a whole, and to place its interests ahead of any other interests. Although they may share knowledge, insights and ideas from constituencies, they must also listen and learn from other views, and then vote with the full organization in mind. All represented constituencies should avoid undue pressure on their representatives.

11.3. Organizational Culture (Organizational Norms)
a. Passion & Commitment: Individuals at all levels are passionate about the organization.

b. Holistic Outlook: Collective interests are generally placed ahead of constituency interests.

c. Collaboration: Individuals set aside egos, personal animosities and hidden agendas, help their colleagues perform to their best, and work together for the good of the organization.

d. Trust: Members earn trust by being reliable, transparent, and accountable. Trust is earned and never taken for granted. Trust is supplemented by preparedness to ask tough questions.

e. Engagement: Members are treated as valued partners in decision-making and act accordingly. Decisions are made when `all relevant pieces of the puzzle are on the table'.

f. Appetite for Learning: Members expect to learn and make informed decisions. They refuse to commit votes before a meeting, and keep their minds open to new facts and ideas.

g. Accountability & Transparency: Council sets goals, communicates them, and then monitors and reports on progress.

h. Expectation of Excellence: Everyone expects excellence. Mediocrity is not tolerated.

i. A Human Touch: Members treat others with sensitivity and compassion. Everyone receives the encouragement to succeed and contributions are regularly recognized and celebrated.

j. Awareness & Intolerance of Dysfunctions: Individuals understand the decision making process, respect it, and are prepared to defend it if and when needed.

12. NON-PARLIAMENTARY MYTHS

1. "If I voted in the minority, I should tell the entire world that I voted the right way."
2. "You should know rules of order very well. They give you power to push forward your motions."
3. "The element of surprise is important when trying to overpower opposition to your proposal."
4. "The best things about being on a Board are the power, perks, and the company of my colleagues."
5. "The most important factor when making decisions is whether they will get you re-elected."
6. "In a Council/Board of 7, the most important number is 4."
7. "The most important thing is to move a meeting forward quickly."
8. "A meeting is successful only if everyone leaves happy."
9. "If I represent a constituency, my job is, first and foremost, to represent and fight for it."
10. "Conflict of interest is bad for my reputation. No one should suggest it unless they can prove it."
11. "Tweeting and making social media postings during a meeting is fine. After all, everyone does it."
12. "If I observe a dysfunction at a meeting, I should accept it as a fact of life."
13. "If a member can't absorb new material fast, s/he should be trusting and vote with the majority."
14. "Confidential matters must not be disclosed to any outsider, except possibly to my spouse."
15. "It's OK to vote on a vague motion and leave it to staff to `clean it up.'"
16. "A unanimous vote is always better than a split vote. Narrow majorities must be avoided."
17. "If we disagree, let's take a vote. The majority is always right."
18. "The Chair has unlimited authority and everyone must obey him/her."
19. "A Council/Board must get involved in daily operations, or it's not doing its job."
20. "Staff members do not vote and must therefore keep quiet unless explicitly asked for input."

13. Challenging Meeting Scenarios

Develop an approach and/or script for the following situations:

1. The discussion is unbalanced, with two members dominating.

2. Someone rambles for a long time and you notice someone else who is anxiously looking for "an opening" to speak.

3. A member was recognized to speak, when another one "barges in" and begins to speak without permission.

4. Two members conduct a loud and distracting side conversation.

5. The discussion becomes personal and members appear uncomfortable with the tone.

6. Three members raise their hands at about the same time, indicating they wish to speak. Variation: A member raises his/her hand and does not put it down.

7. A participant speaks about an item that is not on the agenda (or is scheduled for later on the agenda).

8. A member says with a soft voice (or through facial expression) "I don't think it's a good idea", but this protest is drowned in the loud discussion.

9. There is a heated discussion on the wording of a document to be approved, with three distinct views on it. The discussion is going nowhere.

10. A few important decisions have just been made, but they have not been articulated clearly, and the implementation duties have not been assigned. The members appear ready to proceed to the next item on the agenda, but you want to ensure follow-up.

11. Discussion of a point is lingering on and becoming repetitive, and time is running out (or most members appear ready to move on).

12. Members are rushing to make a decision on an important issue, but you are aware that significant points have not been addressed.

14. EVALUATIONS

Evaluating a Meeting

	Ineffective Meeting **0 means *as bad as it gets***	**Effective Meeting** **10 means *as good as it gets***	**Score**
1	A weak connection between the agenda and the mission, vision and strategic goals.	A clear sense of purpose and a solid link between the meeting's agenda and the mission, vision and strategic goals.	
2	A disorganized and sometimes rushed decision-making process, with hasty solutions to poorly defined problems.	Logical and organized problem solving: first defining the problem, then evaluating potential solutions (based on set criteria), then choosing the best option, then assigning follow-up tasks.	
3	Members are late, leave early, do not prepare, use electronic devices for social media entries or pick up texts and e-mails.	Members arrive on time, prepared, and have the knowledge to make smart decisions; They are committed to being there, in body and in spirit.	
4	Decisions are made and motions are voted on without any clarity as to the precise wording. Action items are vague or non-existent.	Clearly articulated consensus (or motions) and follow up items. Concise minutes help ensure follow-up by capturing what was decided.	
5	Vocal members dominate discussions; quiet members and their input are left behind.	Participation is balanced. Members have equal opportunities to speak and influence decisions. Discussions are enriched by the diverse input.	
6	Members are silent when a dysfunction occurs for fear of insulting others. They tolerate chaos, repetition, digressions, and personal attacks.	Members act as partners in the process. They speak up if a dysfunction is damaging the quality of decisions or the process itself.	
7	The meeting is slow and monotonous. Some people ramble and no one asks them to be brief. Some fall asleep. Conversely, things may move rapidly, and people are afraid to raise valid concerns for fear of slowing the meeting down.	Time is well managed. The pace is dynamic and engaging but comfortable (not too fast nor too slow). Members speak concisely. More time is spent on significant issues and less time is spent on minutiae.	
8	Rules for participation are not in place, leading to a free for all. Alternatively, rules are used too rigidly, stifle creativity and curtail a natural flow of ideas, thereby making the meeting too formal and stuffy.	Essential rules are established: wait to be recognized before speaking, stay on track, be brief and concise, be respectful of others, etc. Rules are used flexibly, so they promote efficiency without stifling vital debate.	
9	Personal attacks and insults are rampant. The climate is adversarial, with each faction using manipulative tactics to achieve its goals.	A respectful and civilized tone is kept, even when issues are contentious. The focus is on issues and not on personalities. The group works as a team to advance its mandate.	
10	The group is distracted by logistical problems: a hot or cold room, outside noise, faulty projector, catering issues, and so on.	Logistical details are handled flawlessly through meticulous planning and preparation, and do not become a distraction.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	

Evaluating a Member

	Ineffective Member **0 means *as bad as it gets***	**Effective Member** **10 means *as good as it gets***	**Score**
1	Joins the group mainly to socialize, gain visibility, stature, influence and power.	Joins the group altruistically to advance its mandate, and to serve the organization.	
2	Brings a low commitment level. Misses meetings, declines to take on any work, and always has *excuses* for non-performance.	Is reliable and conscientious. Prepares fully for meetings, attends them regularly, takes on assignments, and always delivers quality results.	
3	Tolerates mediocrity and flawed decisions. Has no interest in innovation and creativity.	Demands excellence of oneself and of others. Introduces freshness, creativity and innovation.	
4	Has a need to be popular with others and so does not raise valid concerns about potentially risky decisions. Does not complain about process issues, except after a meeting.	Is prepared to raise tough questions, even if they slow things down, in order to help reduce risk. Does not hesitate to complain about meeting problems in a timely fashion.	
5	A single-issue advocate. Joins the Council or Committee to promote a narrow interest. Has a closed mind and unchangeable views, and is not interested in learning from others.	Places collective interests ahead of narrow ones. Keeps an open mind and a natural curiosity. Is eager to learn from others and thereby make informed and balanced decisions.	
6	Unprincipled. Creates alliances and makes backroom deals to manipulate decisions. Finds the right words to promote the wrong goals. Will do anything to get re-elected.	Honest, principled, selfless and trustworthy. Embodies the organization's core principles and values. Re-election takes a backseat to doing the right things.	
7	Egotistical and functions as a lone operator. Treats others with disrespect. Irritable and uptight. Takes questions as personal attacks. Quick to dismiss new ideas.	Humble and ego-free and functions as a team player. Treats others as valued colleagues and partners. Mature, calm, patient, light hearted, and thick skinned.	
8	Undermines and attacks collective decisions publicly after they are made. Presents personal views as collective positions.	Accepts collective decisions. Represents the voting body correctly when requested to do so.	
9	Abuses powers for personal gain. Denies the existence of blatant conflicts of interest.	Adheres to the established code of ethics. Discloses conflict of interest in a timely manner.	
10	Leaks confidential information from closed meetings, damaging trust and exposing the organization to risk.	Keeps confidentiality. Questions the inclusion of items on a closed meeting agenda when there seems to be no valid reasons for it.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	

Evaluating a Chair

	Ineffective Chair **0 means *as bad as it gets***	**Effective Chair** **10 means *as good as it gets***	**Score**
1	Takes the job for the power or benefits. Enjoys the visibility with the media and the public. Refuses to share the spotlight with others.	Takes the job in order to serve and make a difference. Is selfless and committed to the organization's goals and mission.	
2	Is used to making unilateral decisions and giving orders to others. Biases debates in favor of certain outcomes. Uses threats and bullying.	Leads the Board in consensus building and making collective decisions. Engages all members as equal partners in the process.	
3	Possessive of the leadership role, making the organization dependent on him or her. Makes no room for others to succeed. Tries hard to control the participation of new members.	Shares the leadership spotlight with others. Serves as a mentor and builds other leaders, thereby ensuring succession and continuity. Empowers members to excel. Recognizes contributions and achievements regularly.	
4	Timid and hesitant to intervene. Afraid of confrontation. Tries hard to please and doesn't know how to say no. Does not respond well to disapproval, criticism or anger.	Intervenes proactively to reduce problems. Addresses dysfunctions with a principle-based approach. Is capable of saying no, gently but firmly, to ensure fairness for all and to facilitate effective decision-making.	
5	Impatient, egotistical and short tempered. Treats criticism or disagreements as personal attacks. Is condescending and disrespectful towards those who dare contradict them.	Mature, patient, calm, reassuring, approachable, respectful, and supportive. Maintains freshness and a light touch. Is used to leaving their ego behind.	
6	Narrow-sighted, reactive and crisis driven.	Maintains a broad view of issues and is able to guide the group in debating tough issues.	
7	Disorganized and unprepared for meetings.	Organized and fully prepared. A role model and an inspiration for others to follow.	
8	Oblivious and unconcerned with relationship building, both internally and externally.	Builds and maintains relationships with Board members, the staff, the community, and external stakeholders and suppliers.	
9	Has a poor sense of timing. Does not know when and how to bring closure to discussions and move forward to facilitate group decision making.	Intuitive and responsive to moods and needs at a meeting. Balances the need to make progress (time management) with the need for democratic and effective decision making.	
10	Talkative and verbose. Offers rebuttals to every comment made by others. Unable to facilitate a logical flow and step-by-step decision-making, or summarize progress and initiate closure.	Communicates clearly, briefly, concisely and logically. Is able to clarify decision-making options or divide multi-faceted topics or decisions into manageable components.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	

From: Marjorie Gang <[redacted]
Sent: Thursday, November 10, 2022 7:36 AM
To: Communications <Communications@islandstrust.bc.ca>
Subject: Need for review and restructure

Dear Islands Trust Staff and Trustees,

The Islands Trust Act, proclaimed in 1974, was amended in 1977 to give Islands Trust land use planning authority. Seven amendments and three policy changes later,

The **Stantec** and **Fraser Reports** were contracted for the Islands Trust in 2007. Both are primarily reviews of the IT's Local Planning Services. Both contain many recommendations for change and improvement.

The Stantec Report emphasizes improved **Community Planning**.
"In the recent staff survey, planning staff had little idea of how they were being evaluated. This was a major concern. "**A formal system of yearly goal setting and performance evaluation should be instituted that has staff performance in synch with organizational goals."**

"Sticking to the knitting" was recommended – planning staff should focus on their core planning function and not be caught up in the other side of the mandate – the "advocacy role. If it is a legitimate role, it should be resourced separately from the planning function.

"There is not an organized forum to **look at setting priorities from the perspective of the overall organization.** A best, it seems to be handled on an ad hoc basis by staff. **A long-range plan for completing major projects, including timelines, should be developed** within the overall context and have the endorsement at the broad political level. It is a plan for planning and is **essential to success**. It's not just setting the priorities; it is necessary to complete them. While staff are key participants in the discussion and formulation of a priority list, it should not be up to staff to set priorities."

The Fraser Report also emphasizes **Community Planning:**
"Current service delivery does not meet acceptable standards...Unacceptable service delivery is a symptom of an inappropriately organized, resourced and managed work group. This manifests in a **lack of accountability which denies the LPS unit the opportunity to measure performance and improve or celebrate their performance."**

"...Despite rising workloads, policies and procedures are not improved as **poor service delivery has little consequence and improved service delivery has little reward**. Staff and Trustees become frustrated with unrealistic personal expectations that can not be knowingly revised, and the morale of staff and Trustees suffers as seemingly the simplest piece of work must queue up for staff time in a perennially long and undefined waiting line."

"The Islands Trust must not allow Development Management applications to distract us from our collective responsibility. Therefore the **allocation of resources** primarily, **to Community Planning,** must be a key component in any new organizational structure and management approach. It is inherently more efficient to vet applications against a clear Community Plan than to process an application with an uncertain chance of approval in a poorly defined community context."

Both of these reports indicated that having a PLAN with clear GOALS and PERFORMANCE EVALUATION are essential components to a functional organization.
Fifteen years on, things haven't improved. The 2022 professional IT Governance and Management Review report documents this same dysfunction:

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

The recently elected Trust Council, the IT's governing body, is tasked with developing a budget for the 2023/24 fiscal year.

Among the budget assumptions for the 2023/24 fiscal years are assumptions that:
- scopes of project will increase,
- project budgets will increase,
- taxation pressure will increase, and
- ongoing projects (that's most of the big ones) will be carried through to completion.

The ongoing high-cost projects are exactly the ones these reports denounce. Without a plan, without measurable goals, the scope of these projects is unlimited, and so is the taxation pressure.

Among the 15 recommendations of last year's Governance and Management Review are several that can be addressed internally, and some that require provincial intervention and further amendments to the Islands Trust Act. Trust Council requested help from the Ministry of Municipal Affairs, and was advised by Minister Nathan Cullen to work on fixing those that could be done internally, and to report to him the views of the new governing body on the more extensive governance failures detailed in the report.

But the taxation meter is clicking away, and the budget cycle has begun. I hope the Minister of Municipal Affairs will become our champion before it's too late to salvage another four years.

Sincerely,
Marjorie Gang, M.A. Edu.
[redacted]
Denman Island, B.C. V0R1T0
[redacted]