



# Islands Trust Council

## Quarterly Meeting Agenda

Date: Tuesday, December 5, 2017  
Location: Victoria Marriott Inner Harbour  
728 Humboldt St, Victoria, BC

---

|                                                               | Pages   |
|---------------------------------------------------------------|---------|
| 1. CALL TO ORDER                                              |         |
| 2. APPROVAL OF AGENDA                                         |         |
| 3. GENERAL BUSINESS ARISING                                   |         |
| 3.1 Resolutions Without Meeting                               |         |
| 3.2 September 12-14, 2017 Trust Council Meeting Draft Minutes | 6 - 17  |
| 3.3 Trust Council Follow Up Action List                       | 18 - 21 |
| 3.4 Trustee Round Table                                       |         |
| 4. BUDGET SESSION                                             |         |
| 4.1 Budget Session Outline                                    | 22 - 23 |
| 4.2 Budget Overview                                           | 24 - 26 |
| 4.3 Budget Assumptions and Principles                         | 27 - 32 |
| 4.4 Budget Detail                                             | 33 - 33 |
| 4.5 Analysis of Surplus Funds                                 | 34 - 34 |
| 4.6 Summary of Budget Requests                                | 35 - 35 |
| 4.7 Support for Budget Requests                               | 36 - 76 |
| 5. EXECUTIVE                                                  |         |
| 5.1 Chief Administrative Officer's Report                     | 77 - 78 |
| 5.2 Executive Committee Work Program Report                   | 79 - 80 |
| 5.3 Continuous Learning Plan                                  | 81 - 82 |
| 5.4 Strategic Plan Update                                     | 83 - 85 |

**5.5 Amendment to Trust Council Meeting Procedure Bylaw - RFD** 86 - 88

That Islands Trust Council Bylaw No. 171, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 4, 2017” be read a first time.

That Islands Trust Council Bylaw No. 171, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 4, 2017” be read a second time.

That Islands Trust Council Bylaw No. 171, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 4, 2017” be read a third time.

**5.6 Revised Trust Council 2018 Meeting Dates** 89 - 89

**5.7 Islands Trust Act Amendments - Briefing** 90 - 114

**5.8 Islands Trust Vision Statement - RFD** 115 - 119

Trust Council select draft policy statement No. “x” as follows: Trust Council select draft policy statement No. “x” as follows: “ .”

**6. ADMINISTRATIVE SERVICES**

**6.1 Director of Administrative Services Report** 120 - 121

**6.2 Financial Planning Committee Work Program Report** 122 - 122

**6.3 2017/18 Forecast - Briefing** 123 - 126

**6.4 Revisions to Policy 6.5.3 Procurement Policy - RFD** 127 - 136

That the Islands Trust Council amend Policy 6.5.3 Purchasing Procedure and rename it Procurement Policy to update it for several items raised by Trustees and Staff since the policy was last updated in March 2014.

**6.5 2016/17 Allocated Financial Statements - Briefing** 137 - 139

**6.6 Quarterly Financial Report - RFD** 140 - 145

That the Islands Trust Council approve the September 30, 2017 Quarterly Financial Report as presented.

**6.7 Revisions to Policy 7.2.vi Municipal Tax Requisition Calculation - RFD** 146 - 157

That the Islands Trust Council amend Policy 7.2.vi Municipal Tax Requisition Calculation, to incorporate Mapping Services expenses into Information Services expenses in Administration. Sections 2.3.a.i. and 2.3.b.i will be removed and the revised Section 2.3 will include all Administration expenses including Finance, HR and Information Services.

**7. TRUST AREA SERVICES**

**7.1 Director of Trust Area Services Report** 158 - 161

|      |                                                                                                                                                                                                                                                                                        |           |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 7.2  | Trust Programs Committee Work Program Report                                                                                                                                                                                                                                           | 162 - 163 |
| 7.3  | Trust Fund Board Report                                                                                                                                                                                                                                                                | 164 - 165 |
| 7.4  | Legislative Monitoring Report – Briefing                                                                                                                                                                                                                                               | 166 - 186 |
| 7.5  | Islands Trust Fund 2018-2022 Plan – RFD                                                                                                                                                                                                                                                | 187 - 212 |
|      | That the Islands Trust Council endorse the Islands Trust Fund Five Year Plan                                                                                                                                                                                                           |           |
| 7.6  | Policy Statement Amendment Project Update - Briefing                                                                                                                                                                                                                                   | 213 - 214 |
| 7.7  | Geoduck Advocacy Strategies - Briefing                                                                                                                                                                                                                                                 | 215 - 223 |
| 8.   | <b>LOCAL PLANNING</b>                                                                                                                                                                                                                                                                  |           |
| 8.1  | Director of Local Planning Services Report                                                                                                                                                                                                                                             | 224 - 226 |
| 8.2  | Local Planning Committee Work Program Report                                                                                                                                                                                                                                           | 227 - 228 |
| 8.3  | Bylaw Enforcement - Briefing                                                                                                                                                                                                                                                           | 229 - 234 |
| 8.4  | Amendments to Policy 4.1.13 – Guidelines For Executive Committee Sponsorship Or Local Trust Committee Initiated Development Applications - RFD                                                                                                                                         | 235 - 239 |
|      | That Trust Council adopt amended Policy 4.1.13 [Guidelines for Executive Committee Sponsorship or Local Trust Committee Initiated Development Applications] policy to allow the Executive Committee to consider up to 100% sponsorship of applications by taxpayer supported entities. |           |
| 9.   | <b>ISLANDS TRUST ACT SESSION</b>                                                                                                                                                                                                                                                       | 240 - 252 |
| 10.  | <b>OCEAN PROTECTION PLAN SESSION</b>                                                                                                                                                                                                                                                   |           |
| 10.1 | Ocean Protection Plan Session Outline                                                                                                                                                                                                                                                  | 253 - 253 |
| 11.  | <b>DELEGATIONS AND TOWN HALL</b>                                                                                                                                                                                                                                                       |           |
| 11.1 | Michael Sketch of Pender Island re Significance of the joint Confederation and Federation governance model in preserving and protecting Trust Area agricultural soil ecosystems                                                                                                        | 254 - 254 |
| 11.2 | Peter Lamb of Salt Spring Island re Islands Trust Act Amendments                                                                                                                                                                                                                       | 255 - 255 |
| 12.  | <b>NATIONAL MARINE CONSERVATION AREA SESSION</b>                                                                                                                                                                                                                                       |           |
| 12.1 | National Marine Conservation Area for Southern Strait of Georgia Session Outline                                                                                                                                                                                                       | 256 - 256 |
| 13.  | <b>SAN JUAN COUNTY SESSION</b>                                                                                                                                                                                                                                                         |           |
| 13.1 | San Juan County Joint Meeting Session Outline                                                                                                                                                                                                                                          | 257 - 257 |

#### **14. CLOSED MEETING (Separate Agenda)**

That the Islands Trust Council meeting be closed to the public subject to Section 90(1) of the Community Charter in order to consider matters related to:

(c) labour relations or other employee relations,

(g) litigation affecting the Islands Trust; and

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

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

#### **15. SUMMARY / UPDATES**

##### **15.1 Trustee Updates**

15.1.1 BC Ferries (Ferry Advisory Committee Chairs)

15.1.2 First Nations

15.1.3 Gulf Islands National Park Reserve Advisory Committee (Trustee Masselink)

15.1.4 Salt Spring Island Watershed Protection Authority (SSIWPA) (Vice Chair Grams)

15.1.5 Howe Sound Community Forum

15.1.6 Freighter Roundtable Update

##### **15.2 Priorities Chart**

258 - 259

By General Consent

##### **15.3 Proposed March 2018 Trust Council Agenda Program**

260 - 260

For information.

##### **15.4 Disposition of Delegations and Town Hall Requests**

By General Consent

#### **16. CORRESPONDENCE**

#### **17. NEW BUSINESS**

##### **17.1 Islands Trust Standards of Conduct Policy 2.7 - RFD**

261 - 262

That Trust Council amend the policy as recommended below to affirm the right of Trustees to comment publicly about local political matters that substantively affect the Trust Area as a whole or other Local Trust Areas:

2.7 As an elected official, respect local autonomy and avoid becoming publicly involved in the local politics or controversial issues that are local in nature in an area outside a local trust area or island municipality that he or she represents unless the local political issue could affect other Local Trust Areas or the Trust as a whole.



18. NEXT MEETING - March 13-15th, 2018 on Salt Spring Island
19. ADJOURNMENT



## Islands Trust Council Minutes of Quarterly Meeting

**Date:** September 12-14, 2017

**Location:** Denman Island Community Hall  
1196 Northwest Road, Denman Island, BC

**Members Present:**

**Executive Committee:** Peter Luckham, Chair (Thetis)  
Laura Busheikin, Vice Chair (Denman)  
George Grams, Vice Chair (Salt Spring)  
Susan Morrison, Vice Chair (Lasqueti)

**Local Trustees:** David Critchley, Denman  
Melanie Mamoser, Gabriola  
Heather O'Sullivan, Gabriola  
Sandy Pottle, Galiano  
Dan Rogers, Gambier  
Kate Louise Stamford, Gambier (Sept 12-13, 2017)  
Alex Allen, Hornby  
Tony Law, Hornby  
Tim Peterson, Lasqueti  
Brian Crumblehulme, Mayne  
Jeanine Dodds, Mayne  
Dianne Barber, North Pender  
Derek Masselink, North Pender (Sept 12, 2017)  
Bruce McConchie, South Pender  
Wendy Scholefield, South Pender  
Peter Grove, Salt Spring  
Paul Brent, Saturna  
Ken Hunter, Thetis Island

**Municipal Trustees:** Sue Ellen Fast, Bowen  
Alison Morse, Bowen

**Regrets:** George Harris, Galiano  
Lee Middleton, Saturna

**Staff Present:** Russ Hotsenpiller, Chief Administrative Officer  
David Marlор, Director, Local Planning Services  
Cindy Shelest, Director Administrative Services  
Clare Frater, Director, Trust Area Services  
Karen Hurley, Senior Policy Advisor (Sept 12-13, 2017)  
Emma Restall, Executive Coordinator/Recorder

### 1. **CALL TO ORDER**

The meeting was called to order at 1:30 p.m. Chair Luckham acknowledged that the meeting

was being held in Coast Salish First Nations territory.

Chair Luckham introduced Mark Van Bakel, Senior Technical Analyst, to give an overview of the updated microphone and audio system.

Denman Island local trustee David Critchley welcomed Trust Council to Denman Island and spoke about the indigenous history of the island.

Trustee Laura Busheikin also welcomed Trust Council to Denman Island and addressed the subject of accommodation on Denman Island and spoke about local festivals, businesses and farming.

**2. APPROVAL OF AGENDA**

**2.1 Introduction of New Items**

**2.2 Approval of Agenda**

**By general consent** the agenda was approved as presented.

**3. GENERAL BUSINESS ARISING**

**3.1 Resolutions Without Meeting**

TC-RWM-2017-001

Received for information

TC-RWM-2017-002

Received for information

**3.2 June 2017 Trust Council Minutes**

**By general consent** the Islands Trust Council adopted the minutes of the June 2017 Trust Council meeting as presented.

**3.3 Trust Council Follow Up Action List**

Provided for information.

Chair Luckham gave an update on freighter anchorages.

**3.4 Trustee Round Table**

Trustees participated in a round table session to discuss common issues, concerns and successes.

Director Frater introduced Karen Hurley, Senior Policy Advisor.

The meeting recessed for a break at 2:56 p.m. and reconvened at 3:10 p.m.

Trustee Kate-Louise Stamford joined the meeting via teleconference at 3:16 p.m.

**4. EXECUTIVE**

**4.1 Chief Administrative Officer's Report**

CAO Hotsenpiller reviewed internal and external organizational matters, including the Salt Spring Island referendum result, and UBCM 2017 including Minister meeting requests and resolutions.

#### **4.2 Executive Committee Work Program**

The top priorities in the work program were:

1. *Islands Trust Act* amendments;
2. Oil spill and shipping safety;
3. Revisions to Crown Land protocol agreements and letters of understanding;  
and
4. First Nations relationship building.

##### **TC-2017-049**

**MOVED by Trustee McConchie, SECONDED by Trustee Scholefield,**  
that Trust Council request the Executive Committee to remove “prepare  
Islands Trust organization to adapt to the potential incorporation of Salt  
Spring Island” from the Executive Committee Projects List.

**CARRIED**

**Trustees Luckham and Morrison opposed**

**By general consent** the Islands Trust Council approved the top priorities of the  
Executive Committee Work Program Report as amended.

#### **4.3 Continuous Learning Plan**

Trust Council reviewed the Continuous Learning Plan and received it for  
information.

#### **4.4 Strategic Plan Quarterly Update**

CAO Hotsenpiller answered questions regarding the Quarterly Update.

Amendments regarding the Victoria Office Renovation were requested.

It was agreed that item 4.7 be heard ahead of 4.5 and 4.6

#### **4.7 Committee Review- RFD**

##### **TC-2017-050**

**MOVED by Trustee Crumblehulme, SECONDED by Trustee Allen,**  
that Trust Council request the Executive Committee to consider a review  
of current Council Committees in terms of mandate, organization,  
resourcing and function.

**CARRIED**

##### **TC-2017-051**

**MOVED by Trustee Critchley, SECONDED by Trustee Law,**  
that Trust Council amend Trust Council Resolution TC-2017-050 to read  
“request the Executive Committee to initiate a review of current Council  
Committees in terms of mandate, organization, resourcing and function  
and consider the advisability of other or additional committees to best  
carry forward the work of the Islands Trust.”

**CARRIED**

The meeting recessed for the day at 4:32 p.m. and trustees attended a field trip to the Denman Island Natural Burial Cemetery.

## **5. FIELD TRIP TO DENMAN ISLAND NATURAL BURIAL CEMETERY**

### **Wednesday, June 21, 2017**

The meeting reconvened at 8:32 a.m. with 22 trustees present. Regrets: Trustees Kate Louise Stamford (Gambier), George Harris, Galiano, Lee Middleton, Saturna. Absent: Trustee Derek Masselink (North Pender).

The order of business on the agenda resumed at item 4.5.

#### **4.5 Salt Spring Island Incorporation Preparedness and Communications Report**

There was in-depth discussion about the Salt Spring Island incorporation referendum result and its impacts on the Islands Trust organization, trustees and staff.

Discussion points included:

- Potential next steps and ways to improve including the following suggestions:
  - Advocating for creation of a Gulf Islands Regional District
  - Taking a more active role in the Capital Regional District relationship
  - Investigating additional powers that are not currently available but would be if Salt Spring incorporated
  - Creating a dedicated position to focus on service delivery;
- Trustee Code of Conduct as it relates to freedom of speech;
- Process for identifying what changes are needed and how/when to implement those changes;
- The need to address demographic and cultural changes on the islands since the Islands Trust was formed;
- Timeline and urgency for changes;
- Ministry involvement in future processes and any resulting changes.

Trustee Kate Louise Stamford joined the meeting by teleconference at 9:45 a.m.

#### **TC-2017-052**

**MOVED by Trustee Critchley, SECONDED by Trustee Brent,** that Trust Council direct the Executive and staff to identify potential governance or operational changes that could be adopted in order to improve service delivery, with a report brought back to Trust Council as soon as feasible.

The motion was amended as follows:  
that Trust Council establish a special committee to identify potential governance or operational changes that could be adopted in order to improve service delivery, with a report brought back to Trust Council as soon as feasible.

Trustees speaking against the motion noted:

- A lead agency needs to be identified, and that agency is likely the Province;
- Creating a committee before identifying a process could create confusion.

Trustees speaking for the motion indicated:

- Trustees were elected to make decisions; not defer them to other agencies;
- Changes can be identified from several different approaches, and a committee should be one of those approaches;
- We need to move forward immediately.

The question on the motion was then called,

**CARRIED**  
**Trustees Allen, Morse, Busheikin, Grams, Law, McConchie, Hunter**  
**opposed**

The process of developing a committee was set out as follows:

- Process will be led by the CAO;
- Terms of Reference will be created by CAO and reviewed by the Executive Committee. They will then go to Trust Council for endorsement;
- Membership is established through volunteers; and
- Trust Council will vote on the members.

There was concern expressed that establishing a committee takes approximately three months and is a large undertaking. Concerns were also raised that the motion lacked specific direction and was premature.

The meeting recessed for a break at 10:00 a.m. and reconvened at 10:19 a.m.

**TC-2017-053**

**MOVED by Trustee McConchie, SECONDED by Trustee Brent,**  
that the motion that Trust Council establish a special committee to identify potential governance or operational changes that could be adopted in order to improve service delivery, with a report brought back to Trust Council as soon as feasible be rescinded.

**CARRIED**  
**Trustees Mamoser, Peterson, Critchley, Fast, Rogers, Scholefield**  
**opposed**

**TC-2017-054**

**MOVED by Trustee Morse, SECONDED by Trustee Allen,**  
that Trust Council confirm support for innovations that would address issues raised during the recent Salt Spring Incorporation vote and that Trust Council direct the Executive Committee to discuss with the Province and report to Trust Council at the December Trust Council meeting on a process to identify potential governance and/or operational change that could be adopted in order to improve the delivery and integration of all the types of services that are delivered to the Islands Trust Area.

**CARRIED**

**TC-2017-055**

**MOVED by Trustee Brent, SECONDED by Trustee O'Sullivan,**  
that Trust Council direct the Executive Committee to work with Trust Programs Committee to create a working group drawn from the full membership of Trust Council to identify potential governance or operational changes that could be adopted in order to improve the delivery and integration of all the types of services that are delivered to the Islands Trust Area.

There was discussion over ensuring that potential members are properly canvassed and that all trustees be given an opportunity to contribute input.

The question on the motion was then called,

**CARRIED**

Trustees Law and Busheikin opposed

**4.6 Islands Trust Act Amendment Process – Briefing**

CAO Hotsenpiller provided the briefing for information and answered questions regarding timelines and priorities.

**6. NEW BUSINESS**

**7. LOCAL PLANNING SERVICES**

**7.1 Director of Local Planning Services Report**

Director Marlor discussed employment updates for each office and a review of project delivery processes.

**7.2 Local Planning Committee Work Program Report**

The top three priorities in the work program were:

1. Community Housing Needs;
2. Shoreline Marine Planning; and
3. Land Use Consultation for Radio Communication Towers.

**TC-2017-056**

**MOVED by Trustee Mamoser, SECONDED by Trustee Peterson,**  
that the Islands Trust Council approve the top priorities of the Local Planning Committee Work Program Report.

**CARRIED**

**7.3 Riparian Area Implementation Update**

Provided for information.

**7.4 Local Trust Committee Project Budgets Status Update - Briefing**

Received for information.

**7.5 Project Management and Budgeting - Briefing**

Received for information.

**8. ADMINISTRATIVE SERVICES**

**8.1 Administrative Services Report**

Provided for information.

**8.2 Financial Planning Committee Work Program Report**

The top three priorities in the work program were:

1. Finalize the 2017-2018 budget;
2. Complete the 2016-2017 forecast; and
3. Conduct the 2016/17 Year-End Audit.

**TC-2017-057**

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

**CARRIED**

**8.3 June 30, 2017 Quarterly Financial Report - RFD**

**TC-2017-058**

**MOVED by Trustee Grove, SECONDED by Trustee Grams,**  
that the Islands Trust Council approve the June 30, 2017 Quarterly Financial Report as presented.

**CARRIED**

**8.4 Statement of Financial Information (SOFI) Report**

Received for Information

**8.5 2018/19 Budget**

Received for information

**9 TRUST AREA SERVICES**

**9.1 Director of Trust Area Services Report**

Director Frater highlighted several points in the report, which was provided for information.

**9.2 Trust Programs Committee Work Program Report**

The top three priorities in the work program were:

1. Protect Quality and Quantity of Water Resources;
2. Amend Crown Land Cooperation Agreements; and
3. Review the Islands Trust Policy Statement.

**TC-2017-059**

**MOVED by Trustee Crumblehulme, SECONDED by Trustee Critchley,**  
that the Islands Trust Council approve the top priorities of the Trust Programs Committee Work Program Report.

**CARRIED**



**9.3 Trust Fund Board Report**

Tony Law gave a brief overview of the upcoming priorities of Trust Fund Board. Trustee Law also introduced Robin Williams, newly appointed member of the Trust Fund Board.

**9.4 Audited Financial Statements for the Islands Trust Fund for 2016-17**

Received for information

**9.5 Cancellation of Letter of Understanding with BC Hydro for Woodpole Test and Treat Program**

**TC-2017-060**

**MOVED by Trustee Morrison, SECONDED by Trustee Crumblehulme,** that Trust Council agree to the cancellation of the Letter of Understanding [LOU] between BC Hydro and Islands Trust and Bowen Island Municipal Council Concerning Pesticide Use During the BC Hydro Woodpole Test and Treat Program.

**CARRIED**

**9.6 Water Conservation and Advocacy Project Update - Briefing**

Received for Information

**10 BC FERRIES SESSION**

Brian Green, Terminal Development Manager and Ivan Leung, Assistant Manager of Terminal Development, gave a presentation on the Denman East and Hornby Terminal Development Plans and associated processes.

There was discussion over the possibility of Terminal Development Plans on other islands within the Trust Area.

Trustee Kate-Louise Stamford left the meeting at 12:32 p.m.

The meeting recessed for a break at 12:38 p.m. and reconvened at 1:30 p.m.

**11 COMMUNITY PRESENTATION**

**11.1 The Association for Denman Island Marine Stewards (ADIMS)**

Dorrance Woodward and Barbara Mills of ADIMS gave a presentation on Marine ecosystem protection, which focused on geoduck aquaculture, and asked Trust Council to:

- revisit their 2014 list of pre-implementation conditions for geoduck aquaculture;
- request a cumulative impact assessment of Baynes Sound and Lambert Channel, to be conducted by independent marine ecosystem experts;
- Request a firm ban on geoduck aquaculture until it has been proven to be safe; and
- actively support a multi-stakeholder round table to discuss ecosystem-based management of Baynes Sound.

Trustees were invited on a guided beach tour to see geoduck activity, which took place at 7:30 a.m. the following morning.

**DELEGATIONS AND TOWN HALL****12.1 Edina Johnson of Denman Island Residents Association Marine Guardians re Marine Environment Damage**

Howard Stewart of DIRA spoke about marine damage in Baynes Sound and the future of marine farming.

**12.2 Zdenek Brich of Anchorages Concern Thetis (ACT) re freighter anchorages around Thetis**

Mr. Brich spoke to Trust Council about anchorages around Thetis and the Southern Gulf Islands.

**12.3 Harlene Holm of DCLTA re affordable housing initiatives**

Ms. Holm spoke about an upcoming seniors affordable housing project and asked Trust Council to consider expanding the Islands Trust Policy Statement to address affordable housing.

**12.4 Sheila Malcolmson re abandoned vessels legislation**

MP Sheila Malcolmson spoke to Council about abandoned vessels legislation and requested the following:  
that Islands Trust Council encourages Parliament to adopt Bill C-352: An Act to amend the *Canada Shipping Act, 2001* and provide for the development of a national strategy for abandoned vessels”, which would fix vessel registration, pilot a vessel turn-in program, create good green jobs by supporting local marine salvage businesses and vessel recycling, and make Coast Guard responsible for directing the removal of abandoned vessels.

**12.5 Graham Brazier of GIA re marine stewardship and planning**

Mr. Brazier spoke about the history of and the reason behind the creation of the Islands Trust. He also expressed concern about increasing pressures on shorelines.

He asked Council to urge the provincial government to freeze all industrial activity along the shorelines within the Trust Area until additional regulatory tools for the Islands Trust are developed.

**12.6 Town Hall Participant – Des Kennedy**

Mr. Kennedy congratulated the people of Salt Spring Island.

The meeting recessed at 3:00 p.m. and resumed at 3:39 p.m.

**EFFECTIVE ADVOCACY / REGIONAL DISTRICTS SESSION**

Director Frater and MP Sheila Malcolmson gave a presentation on how to achieve effective advocacy, advocacy vs regulatory initiatives, and the importance of relationship building. CAO Hotsenpiller gave an overview of how the Islands Trust can best work with each Regional District.

Discussion ensued over the following topics:

- Advocacy tools currently available to the Islands Trust and tools that we can work to obtain;

- Implementation and effectiveness evaluation of these tools;
- Freedom of speech and the grey area surrounding speaking as an individual vs trustee; and
- Weight of petitions, individual letters, electronic petitions and form letters.

Trustee Tony Law left the meeting at 5:24 p.m.

The meeting recessed for the day at 5:33 p.m.

#### **Thursday, June 22, 2017**

The meeting reconvened at 8:45 a.m. with 22 trustees present. Regrets: Trustees Kate-Louise Stamford (Gambier), George Harris, Galiano, Lee Middleton, Saturna. Absent: Trustee Derek Masselink (North Pender).

#### **14. CLOSED MEETING**

##### **TC-2017-061**

**It was MOVED Trustee Morrison and SECONDED Trustee Fast,** that the meeting be closed to the public subject to Sections 90(1)(c)(g) and (i) of the *Community Charter* in order to consider matters related to 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**

All staff members with the exception of the CAO left the meeting at 8:47 a.m.

Staff members rejoined the meeting at 9:30 a.m.

**It was agreed that item 15.4 be heard ahead of items 15.1-15.3.**

#### **15. SUMMARY/UPDATE**

##### **15.4 Disposition of Delegations and Town Hall Requests**

##### **TC-2017-062**

**MOVED by Trustee Morrison, SECONDED by Trustee Peterson,** that Trust Council request the Chair to send a letter to the government of Canada in support of Bill C-352, tabled by the Member of Parliament for Nanaimo - Ladysmith Sheila Malcolmson - an act to amend the *Canadian Shipping Act 2001* aimed at reducing the environmental, economic and navigational hazard to Canadian waterways and coastlines posed by abandoned vessels.

**CARRIED**

**TC-2017-063**

**MOVED by Trustee Critchley, SECONDED by Trustee Mamoser,** that Trust Council request the Local Planning Committee to consider adding to its work program the following item: "Creation of a model Affordable Housing First policy " which could be used by Local Trust Committees in accordance with the recommendations referred to in the 2010 Islands Trust Community Housing Toolkit.

**CARRIED**

**TC-2017-064**

**MOVED by Trustee Critchley, SECONDED by Trustee Allen,** that Trust Council direct the Chair to write a letter to the Minister of Fisheries and Oceans to express thanks for the Department of Fisheries and Ocean's efforts to support clean-up of aquaculture debris in Baynes Sound and requesting study of the impacts of aquaculture industry modifications in the intertidal zone of the Trust Area and particularly the ecologically important Baynes Sound/Lambert Channel intertidal zone.

**CARRIED**

The order of business on the agenda resumed at item 15.1

**15.1 Trustee Updates**

**15.1.1 BC Ferries (Ferry Advisory Committee Chairs)**

No updates

**15.1.2 First Nations**

Trustee Rogers spoke about a recent event held at Camp Fircom.

Trustee O'Sullivan advised Trust Council that Gabriola Island has a new committee for truth and reconciliation, which will feature a speakers series.

Trustee Fast updated Council on an upcoming Climate Leadership conference on Bowen

Trustee Busheikin spoke about a Reconciliation Action Group on Denman that has been formed as a result of controversy surrounding a local plaque.

**15.1.3 Gulf Islands National Park Reserve Advisory Committee (Trustee Masselink)**

None

**15.1.4 Salt Spring Island Watershed Protection Authority (SSIWPA) (Vice Chair Grams)**

None

**15.1.5 Howe Sound Community Forum**

None

**15.1.6 Freighter Roundtable Update**

Discussed during Trustee Roundtable.

**15.2 Priorities Chart**

**By general consent** the Islands Trust Council adopted the Priorities Chart as presented.

**15.3 Proposed December 2017 Trust Council Agenda Program**

Provided for Information.

Trustee Jeanine Dodds left the meeting at 10:00 a.m.

**16. NEXT MEETING – December 5, 2017 in Victoria.**

**17. ADJOURNMENT**

The meeting adjourned at 10:25 a.m.

---

Peter Luckham, Chair

Certified Correct

---

Emma Restall, Recorder

## Follow Up Action Report

### Trust Council

#### Chief Administrative Officer

| Activity    | Activity                                                                                                                                                                                                                                                                                                                                                 | Responsibility                                                     | Target Date | Status   |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------|----------|
| 10-Jun-2015 | First Nations<br>First Nations training and workshops                                                                                                                                                                                                                                                                                                    | Russ Hotsenpiller<br>David Marlor<br>Clare Frater<br>Cindy Shelest | 31-Mar-2016 | On Going |
| 14-Mar-2017 | Update Transition Plan to include revised Terms of Reference plan, important dates and more information to the other islands on what the impact to them will be.                                                                                                                                                                                         | Russ Hotsenpiller                                                  | 31-Mar-2017 | Done     |
| 21-Jun-2017 | Retain a Consultant to draft an inspirational Vision Statement for the Islands Trust, based on the existing Object and recent work on a Vision Statement                                                                                                                                                                                                 | Russ Hotsenpiller                                                  | 16-Aug-2017 | Done     |
| 12-Sep-2017 | <b>Strategic Plan Quarterly Update</b><br>Move Victoria Office Renovations updates to Section 7                                                                                                                                                                                                                                                          | Russ Hotsenpiller                                                  | 05-Dec-2017 | Done     |
| 12-Sep-2017 | Direct the Executive Committee to discuss with the province and report to Trust Council at the December Trust Council meeting on a process to identify potential governance and/or operational change that could be adopted in order to improve the delivery and integration of all the types of services that are delivered to the Islands Trust Area.  | Russ Hotsenpiller                                                  | 05-Dec-2017 | On Going |
| 12-Sep-2017 | Direct the Executive Committee to work with Trust Programs Committee to create a working group drawn from the full membership of Trust Council to identify potential governance or operational changes that could be adopted in order to improve the delivery and integration of all the types of services that are delivered to the Islands Trust Area. | Russ Hotsenpiller<br>Clare Frater                                  | 05-Dec-2017 | On Going |

**Follow Up Action Report**

|             |                                                                            |                   |          |
|-------------|----------------------------------------------------------------------------|-------------------|----------|
| 06-Dec-2016 | that Trust Council approve in principle a review of the Islands Trust Act. | Russ Hotsenpiller | On Going |
|-------------|----------------------------------------------------------------------------|-------------------|----------|

**Director, Administrative Services**

| Activity    | Activity                                                                                                                                                                  | Responsibility | Target Date | Status   |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|----------|
| 20-Jun-2017 | Send revised parking diagram to all trustees once deal is finalized.                                                                                                      | Cindy Shelest  | 19-Jul-2017 | On Going |
| 20-Jun-2017 | Amend Policy 6.5.1 General Revenue Surplus Fund Policy as presented, including the creation of Specific Reserve Funds, and rename the policy Reserves and Surplus Policy. | Cindy Shelest  | 12-Sep-2017 | Done     |
| 21-Jun-2017 | amend Policy 7.2.1 Trustee Remuneration as presented.                                                                                                                     | Cindy Shelest  | 12-Sep-2017 | Done     |

**Director, Local Planning Services**

| Activity    | Activity                                                                                                                                                                                                                     | Responsibility | Target Date | Status |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|--------|
| 16-Jun-2010 | Riparian Areas Regulation (June 2010)<br>Status report to Council until completed<br>LPC (DM) to TC                                                                                                                          | David Marlor   | 30-Sep-2016 | Done   |
| 13-Sep-2016 | Community Housing<br>Implement a co-ordination role for housing needs assessments between the various local trust areas and island municipalities to achieve efficiencies and compatibility, and to allow for consolidation. | David Marlor   |             | Done   |
| 13-Sep-2016 | Community Housing<br>Explore and report back on the potential for Islands Trust entities to hold land for housing purposes.                                                                                                  | David Marlor   |             | Done   |
| 21-Jun-2017 | Amend draft Policy 4.1.ix Inter-Local Trust Committee Community Planning Bylaw Referral Policy, to section 1.3b to read "prior to public hearing fro comment".                                                               | David Marlor   | 28-Jun-2017 | Done   |

**Follow Up Action Report**

|             |                                                                                                                                            |                              |             |          |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|----------|
| 20-Jun-2017 | Provide recommendations to Trust Council for adding protection of Species at Risk to the Strategic Plan.                                   | David Marlor<br>Clare Frater | 28-Jul-2017 | On Going |
| 20-Jun-2017 | that Islands Trust Council adopt amended Policy 4.1.ix Inter-Local Trust Committee Community Planning Bylaw Referral Policy with a change. | David Marlor                 | 12-Sep-2017 | Done     |
| 14-Sep-2017 | Request the Local Planning Committee to consider adding to its work program the following item:                                            | David Marlor                 | 05-Dec-2017 | Done     |

**Director, Trust Area Services**

| Activity    | Activity                                                                                                                                                                                                                                     | Responsibility | Target Date | Status   |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|----------|
| 16-Sep-2015 | Freighter anchorages<br>Identify and act on opportunities re freighter anchorages                                                                                                                                                            | Clare Frater   |             | On Going |
| 13-Sep-2016 | Explore the potential for expanding its advocacy role to other levels of government for increased funding for affordable housing in the Islands Trust Area.                                                                                  | Clare Frater   | 26-May-2017 | On Going |
| 21-Jun-2017 | Submit the 2016-2017 Draft Annual Report (as amended) to the Minister of Community, Sport and Cultural Development.                                                                                                                          | Clare Frater   | 26-Jul-2017 | Done     |
| 13-Sep-2017 | Cancel the Letter of Understanding [LOU] between BC Hydro and Islands Trust and Bowen Island Municipal Council Concerning Pesticide Use During the BC Hydro Woodpole Test and Treat Program.                                                 | Clare Frater   | 05-Dec-2017 | Done     |
| 14-Sep-2017 | Prepare and send Delegation Letters to:<br>Edina Johnson of Denman Island Residents Association Marine Guardians;<br>Zdenek Brich of Anchorages Concern Thetis;<br>Harlene Holm of DCLTA;<br>Sheila Malcolmson; and<br>Graham Brazier of GIA | Clare Frater   | 10-Oct-2017 | Done     |



## Follow Up Action Report

|             |                                                                                                                                                                                                                                                                                                                                                                                                                               |              |             |      |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------|
| 14-Sep-2017 | Draft a letter under the Chairs signature to the government of Canada in support of Bill C-352, tabled by the Member of Parliament for Nanaimo - Ladysmith Sheila Malcolmson - an act to amend the Canadian Shipping Act 2001 aimed at reducing the environmental, economic and navigational hazard to Canadian waterways and coastlines posed by abandoned vessels.                                                          | Clare Frater | 10-Oct-2017 | Done |
| 14-Sep-2017 | Draft a letter under the Chairs signature to the Minister of Fisheries and Oceans to express thanks for the Department of Fisheries and Oceans efforts to support clean-up of aquaculture debris in Baynes Sound and requesting study of the impacts of aquaculture industry modifications in the intertidal zone of the Trust Area and particularly the ecologically important Baynes Sound/Lambert Channel intertidal zone. | Clare Frater | 10-Oct-2017 | Done |

### Manager, Islands Trust Fund

| Activity    | Activity                                                                     | Responsibility   | Target Date | Status   |
|-------------|------------------------------------------------------------------------------|------------------|-------------|----------|
| 14-Jun-2016 | NAPTEP Certificate<br>Issue subject to survey, covenant and baseline report. | Jennifer Eliason |             | On Going |



### **Document References**

- **Budget Overview**
- **Budget Assumptions and Principles**
- **Budget Detail**
- **Budget Requests**

### **NEXT STEPS:**

- December 2017: Trustee recommendations and/or Trust Council direction to January 2017 meeting of the Financial Planning Committee
- December 2017: Consultation with Bowen Island Municipality on draft budget package by December 31, 2017
- January 2018: Financial Planning Committee preparation of a draft budget package for public consultation
- January-February 2018: Consultation with public on draft budget package
- March 2018: Trust Council approval of a Budget Bylaw to be forwarded to the Minister by March 31, 2018

## ISLANDS TRUST - 2018/19 PROPOSED BUDGET OVERVIEW

### The proposed 2018/19 Budget is based on:

- The Budget Assumptions and Principles presented to Trust Council in September 2017 and reviewed by the Financial Planning Committee at their August 23, 2017 and November 15 2017 meetings
- The Islands Trust Strategic Plan 2015-2019 adopted by Trust Council
- The Timelines for 2018/19 Budget Process reviewed by Trust Council in September 2017

### Stakeholders:

To date, the following groups of Stakeholders have provided input into the Draft 2018/19 Budget:

| GROUPS                       | RESPONSIBLE FOR                                                                                                                                                                                                                                                                                                                                                                                     | ACTION/STATUS                                                                                                                                                                                              |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial Planning Committee | Develop and recommend the annual budget to Trust Council.<br>Reviewing all budget proposals.<br>Recommend the appropriate level amount to be held in General Revenue Surplus Fund.<br>Review and approve financial reporting to Trust Council.<br>Present the budget to Trust Council and provide guidance into the decision making process.                                                        | August 23, 2017 – Budget Assumptions and Principles reviewed<br>October 18, 2017 – First draft of budget reviewed<br>November 15, 2017 – Second draft of budget reviewed for presentation to Trust Council |
| Local Trust Committees       | Discuss budget requests and work programs with planning staff.<br>Be aware of the provisions of Policy 6.3.ii Special Property Tax Requisitions which permits an individual Local Trust Committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.                                        | All LTCs have included this item on their meeting agendas and submitted their budget requests.<br>A request from Salt Spring Island LTC for a Special Property Tax Requisition has been received           |
| Municipalities               | As per Policy 7.2.vi Municipal Tax Requisition Calculation all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review by December 31 with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition by February 28 of the following year. | Bowen Island Municipality Finance staff will be consulted as detailed in Policy 7.2.vi Municipal Tax Requisition Calculation by December 31 to confirm the calculation.                                    |
| Trust Fund Board             | Discuss budget requests and work programs with Trust Area Services staff.<br>Endorse all budget requests for the Trust                                                                                                                                                                                                                                                                              | Trust Fund board has included this item on their meeting agenda and submitted their budget requests. The Director of Trust Area                                                                            |

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

#### **Public Consultation:**

In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the 2017/18 draft budget will be undertaken in January/February of 2017.

#### **Role of Trust Council:**

The role of the Trust Council at its December 2017 meeting is to review the recommended draft of the 2018/19 budget and to discuss the revenue, expenses and the General Revenue Surplus Fund in detail before the Financial Planning Committee develops a draft budget for public consultation.

At its March 2018 meeting, Trust Council will approve the annual budget and financial plan, after considering the public input received and the recommendations of the Financial Planning Committee. Formal resolutions to direct the preparation of a budget bylaw will be made and the budget bylaw will be presented for consideration during the Trust Council regular business meeting.

#### **Highlights:**

Highlights of the Proposed 2018/19 Budget include:

- A 2.0% projected tax increase overall for the Islands Trust Local Trust Area
- A net increase in expenditures of \$114,216 over the 2017/18 Budget
- A Special Property Tax Requisition request has been received from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority
- A transfer of funds from the General Revenue Surplus Fund of \$475,000 is recommended, resulting in a projected General Revenue Surplus Fund Balance of \$1.9 million at March 31, 2019, 102% of the recommended balance
- Service levels from 2017/18 are maintained
- Similar Provincial Grant revenues based on Regional District funding proposal
- The current BCGEU Collective Agreement allowance for a .5% increase on April 2, 2018 and a 1% increase on February 3, 2019. Further, there is a potential Economic Stability Dividend as of February 3, 2019.

- 1% increase to Trustee remuneration as per the Trustee Remuneration Policy and anticipated CPI increase for 2017 (to be verified by Stats Canada in December).
- A request for a Program Coordinator for Trust Area Services has been included in the 2018/19 budget. In addition continued funding for the temporary Senior Inter-governmental Advisor position and Senior Freshwater Specialist has been provided.
- A number of Strategic Plan projects have been identified by Trust Council. Staff have provided preliminary estimates of costs for inclusion in the budget, as outlined in the detail budget.

# ISLANDS TRUST

## 2018/19 FINANCIAL PLAN

### DRAFT ASSUMPTIONS AND PRINCIPLES – December 2017

**PROCESS:** Each line of the Detailed Budget is reviewed on a needs-basis by the responsible manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review project needs with Local Trust Committees and identify top priorities. The Trust Fund Board requests budget changes to support the goals in its Regional Conservation Plan. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director of Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust Management Team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December.

#### A. Inflation

##### Assumption/Principle

- Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.

##### Status

- Statistics Canada will report on Victoria CPI in December 2017. Once received, the budget will be updated to reflect this information (current draft includes an estimated 1% growth in CPI).

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

##### Assumption/Principle

- The property tax base within the Islands Trust Area will grow by 1.0% due to new development activity.
- The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring to estimate the non-market growth for the Islands Trust Area as a whole, since the assessment value of this area represents approximately 65% of the total for the Islands Trust Area.

##### Status

- BC Assessment will provide the report on non-market growth for the Southern Gulf Islands in December 2017. Once received, data in the report will be used to adjust assumptions about non-market growth.

### C. Alternate Funding Through Grants

#### Assumption/Principle

- Islands Trust monitors grant programs to seek opportunities to obtain funding to cover the expenses of their program items. Funding of programs by grants reduces the requirement for funding through other sources of revenue.
- The annual budget includes an estimated amount of contingent grant revenue, to allow for revenue not yet identified. This amount is offset by an equal expense budget for contingent grant expenses. The result is no net effect on the bottom line.

#### Status

- As in previous years', the draft 2018/19 budget will include \$50,000 in contingent grant revenue and offsetting expenses.

### D. Staffing Levels

#### Assumption/Principle

- In most cases, current staffing levels are appropriate to carry out the existing level of services and functions provided by the Islands Trust.
- Decreased staffing levels would result in a reduced level of services or functions.
- New functions or services may require either additional staffing or the deletion of some existing functions or service levels.

#### Status

- The funding for two temporary positions approved by Trust Council (a full-time Senior Intergovernmental Policy Advisor and a Senior Freshwater Specialist) end as of March 31, 2018. Management has put forward budget requests to continue the work funded in these programs for an additional year.
- The Director of Trust Area Services has submitted a budget request for a full-time, regular Programs Coordinator position.
- The Director of Local Planning Services has submitted a budget request for a part-time, auxiliary LPS Administrative Assistant.

### E. Staffing Costs

#### Assumption/Principle

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



related costs are also defined by the Public Service Agency.

#### Status

- A BCGEU agreement for the period April 1, 2014 to March 31, 2019 is currently in effect. During the fiscal year 2018/19 two wage reviews are applicable: one on April 1, 2018 (0.5% increase) and a further increase on February 3, 2019 (1% increase). In addition, there is an additional potential for payment related to the Economic Stability Dividend effective February 3, 2019.
- BCGEU contract employees are also eligible for “step” increases as they progress in their positions. A review of eligibility will be undertaken and estimates provided within the budget (in most cases it is assumed that existing staff will have reached the top step during the 2018/19 budget cycle).
- Excluded staff within the Islands Trust received a wage increase in January 2017 of 2%. Some excluded staff also were eligible for salary range increases (not at the top of the scale for their position and achieved satisfactory performance). This budget includes a 1% provision for any increases during 2018/19.

#### **F. Trustee Remuneration**

##### Assumption/Principle

- Trust Council's Policy 7.2 Trustee Remuneration defines the process for determining the remuneration received by Trustees. As per Section C.2. remuneration is calculated based on four factors.
- The defined annual compensation amounts and the methodology for making adjustments are incorporated into a Trust Council Remuneration Bylaw.
- Section C.4. provides for increases based on the receipt of updated census information (population and folios).
- Section C.5. provides for adjustment of defined compensation amounts on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by Statistics Canada in December.

#### Status

- No new census information is anticipated during the fiscal year 2018/19.
- Compensation amounts will be adjusted once the Consumer Price Index for Victoria is known for this budget cycle (see Section A). A 1% increase is estimated at this time.

## G. Office facilities

### Assumption/Principle

- The Islands Trust maintains office facilities for staff in Victoria, and on Salt Spring and Gabriola islands.
- The Islands Trust will continue to lease office space for trustees on Denman, Galiano and North Pender, subject to trustee needs, and subject to Policy 7.4.iv (On-Island Trustee Offices).
- No further increase in space requirements is anticipated at this time.

### Status

- Trust Council has adopted a recommendation from the Select Committee to Review the Victoria Office Location that a satellite office for the Southern Planning Team be considered by management.
- The Victoria Office location is scheduled for an upgrade during the 2017/18 fiscal year. Although recent office lease negotiations resulted in a significant amount of funding being provided by the lessor an additional funding request has been submitted by the Chief Administrative Officer to complete the proposed upgrades.
- The Salt Spring office lease term expires in February 2018. Management is currently in negotiations with the landlord to extend the lease.

## H. Reserves and Surplus

### Assumption/Principle

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

### Status

- Based on the 2017/18 budget, the General Revenue Fund Surplus balance would be \$2.03 million at March 31, 2018 (110% of the recommended balance).
- Islands Trust has not had to borrow funds in the last five years to fund operations prior to receiving the annual property tax funds.
- At its June 2017 meeting, Trust Council passed a resolution that the Financial Planning Committee consider the creation of a specific reserve fund for Local Trust Committee Projects during the 2018/19 budget cycle. The Financial Planning Committee has approved the creation of this fund effective April 1, 2018.
- Based on the proposed budget, fund balances will be 95% of the recommended balance.

## I. Provincial Funding

### Assumption/Principle

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

### Status

- Similar to previous years, the 2018/2019 budget includes an estimated grant amount provided by the Ministry of Municipal Affairs and Housing of \$180,000.

## J. Local Planning Services

### Assumption/Principle

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

### Status

- All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations.
- Local Planning Services is currently undertaking a review of how planning services are provided to Local Trust Committees. Any recommendations approved from that review will be included in the 2018/19 budget.

## K. Planner Resource Allocation

### Assumption/Principle

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

### Status

- No updates at this time.

## L. Strategic Plan Projects Budget

### Assumption/Principle

- The Strategic Plan provides a framework to guide the overall direction of activities for the Islands Trust, to focus finite resources, and to achieve efficiencies where there are common LTC projects.
- Trust Council adopted a new Strategic Plan in September 2015. Estimated budget implications related to these strategies will be reviewed in the fall of 2017 for inclusion in the proposed 2018/19 budget.
- LTCs have the option of requesting a Special Tax Requisition to raise funds for land use planning activities (or activities related to delegated powers) within their Local Trust Area that were not approved within the general Trust Council budget (see Trust Council Policy 6.3.ii).

### Status

- A Special Property Tax Requisition request of \$98,500 has been received from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority.

| ISLANDS TRUST<br>2018/19 Budget<br>DRAFT 3 for Dec TC    | 2016/17<br>ACTUAL | 2017/18<br>BUDGET | 2017/18<br>FORECAST | 2018/19<br>BUDGET | Increase<br>(Decrease)<br>2018/19 Budget<br>from 2017/18 Budget | Increase<br>(Decrease)<br>% |
|----------------------------------------------------------|-------------------|-------------------|---------------------|-------------------|-----------------------------------------------------------------|-----------------------------|
| <b>Revenue</b>                                           |                   |                   |                     |                   |                                                                 |                             |
| Fees & Sales                                             | 136,863           | 110,000           | 110,000             | 120,000           | 10,000                                                          |                             |
| Provincial Grant                                         | 177,880           | 180,000           | 180,000             | 180,000           | 0                                                               |                             |
| Property Tax Levy - General                              | 6,249,835         | 6,312,331         | 6,312,332           | 6,438,578         | 126,247                                                         |                             |
| Property Tax Levy - Non Market Growth                    |                   |                   |                     | 63,123            |                                                                 |                             |
| Property Tax Levy - Bowen                                | 223,418           | 242,680           | 242,680             | 282,525           | 39,845                                                          |                             |
| Special LTC Tax Requisition                              | 110,500           | 98,500            | 98,500              | 98,500            | 0                                                               |                             |
| Interest Income                                          | 63,629            | 50,000            | 65,000              | 60,000            | 10,000                                                          |                             |
| Grant income for projects                                | 16,965            | 150,000           | 25,000              | 50,000            | (100,000)                                                       |                             |
| Other Income                                             | 10,214            |                   | 2,000               |                   |                                                                 |                             |
| <b>Total Revenue</b>                                     | <b>6,989,304</b>  | <b>7,143,511</b>  | <b>7,035,512</b>    | <b>7,292,726</b>  | <b>149,215</b>                                                  | <b>2.1%</b>                 |
| <b>Expenses</b>                                          |                   |                   |                     |                   |                                                                 |                             |
| Amortization                                             | 67,668            | 65,000            | 65,000              | 65,000            | 0                                                               |                             |
| Applications sponsored by EC                             | 0                 | 5,000             | 5,000               | 5,000             | 0                                                               |                             |
| Audit                                                    | 16,825            | 20,000            | 20,000              | 19,000            | (1,000)                                                         |                             |
| Bank Charges & Interest                                  | 3,507             | 5,000             | 5,000               | 5,000             | 0                                                               |                             |
| Board of Variance                                        | 138               | 1,500             | 1,500               | 1,500             | 0                                                               |                             |
| Carbon Offset Purchases                                  | 549               | 1,500             | 1,500               | 1,500             | 0                                                               |                             |
| Communications                                           | 23,447            | 28,000            | 28,000              | 28,000            | 0                                                               |                             |
| Contingency                                              | 0                 | 17,500            | 17,500              | 17,500            | 0                                                               |                             |
| Contract Services                                        | 134,385           | 197,178           | 301,000             | 97,000            | (100,178)                                                       |                             |
| Elections                                                |                   | 5,000             | 0                   | 130,000           | 125,000                                                         |                             |
| Insurance                                                | 107,162           | 110,000           | 106,500             | 106,382           | (3,618)                                                         |                             |
| Information Systems                                      | 171,486           | 200,000           | 165,000             | 208,750           | 8,750                                                           |                             |
| Islands Trust Fund Administration                        | 96,489            | 118,000           | 129,044             | 118,000           | 0                                                               |                             |
| Land Title Registrations                                 | 4,067             | 3,000             | 3,000               | 3,000             | 0                                                               |                             |
| Legal                                                    | 25,228            | 255,000           | 197,000             | 220,000           | (35,000)                                                        |                             |
| Local Trust Committee                                    | 87,932            | 103,900           | 92,900              | 102,300           | (1,600)                                                         |                             |
| Meetings                                                 | 126,247           | 139,000           | 139,000             | 162,000           | 23,000                                                          |                             |
| Memberships                                              | 13,657            | 15,000            | 12,000              | 16,000            | 1,000                                                           |                             |
| Notices - Statutory & Non-Statutory                      | 31,714            | 18,000            | 19,700              | 18,000            | 0                                                               |                             |
| Office                                                   | 473,131           | 492,200           | 495,000             | 496,150           | 3,950                                                           |                             |
| Recruitment                                              | 11,199            | 5,000             | 5,000               | 5,000             | 0                                                               |                             |
| Safety                                                   | 4,175             | 5,000             | 6,080               | 5,000             | 0                                                               |                             |
| Salaries & Benefits                                      | 4,137,902         | 4,412,800         | 4,269,455           | 4,506,676         | 93,876                                                          |                             |
| Telephone                                                | 57,810            | 53,200            | 42,500              | 39,350            | (13,850)                                                        |                             |
| Training                                                 | 107,638           | 141,000           | 146,000             | 147,350           | 6,350                                                           |                             |
| Travel                                                   | 82,370            | 86,500            | 99,000              | 103,000           | 16,500                                                          |                             |
| Trustee Remuneration                                     | 535,227           | 540,233           | 540,233             | 541,768           | 1,535                                                           |                             |
| <b>Operating Budget Subtotal</b>                         | <b>6,319,953</b>  | <b>7,043,511</b>  | <b>6,911,912</b>    | <b>7,168,226</b>  | <b>124,715</b>                                                  | <b>1.8%</b>                 |
| <b>CAPITAL</b>                                           |                   |                   |                     |                   |                                                                 |                             |
| Information Systems related                              | 39,809            | 71,500            | 107,000             | 143,000           | 71,500                                                          |                             |
| Office                                                   | 21,355            | 30,000            | 30,000              | 130,000           | 100,000                                                         |                             |
| <b>Capital Subtotal</b>                                  | <b>61,164</b>     | <b>101,500</b>    | <b>137,000</b>      | <b>273,000</b>    | <b>171,500</b>                                                  | <b>169.0%</b>               |
| <b>PROJECTS</b>                                          |                   |                   |                     |                   |                                                                 |                             |
| Project - Funded by Grants                               | 0                 | 150,000           | 0                   | 50,000            | (100,000)                                                       |                             |
| Project - Funded by Special requisition                  | 105,894           | 98,500            | 113,500             | 98,500            | 0                                                               |                             |
| Strategic Plan objectives                                | 43,523            | 203,000           | 196,500             | 243,000           | 40,000                                                          |                             |
| LTC Projects                                             | 58,002            | 172,000           | 96,150              | 50,000            | (122,000)                                                       |                             |
| <b>Projects Total</b>                                    | <b>207,419</b>    | <b>623,500</b>    | <b>406,150</b>      | <b>441,500</b>    | <b>(182,000)</b>                                                | <b>-29.2%</b>               |
| <b>Total Expenditures</b>                                | <b>6,588,536</b>  | <b>7,768,511</b>  | <b>7,455,062</b>    | <b>7,882,726</b>  | <b>114,215</b>                                                  | <b>1.5%</b>                 |
| <b>Net Surplus (Shortfall) (Revenues - Expenditures)</b> | <b>400,768</b>    | <b>(625,000)</b>  | <b>-419,550</b>     | <b>(590,000)</b>  | <b>35,000</b>                                                   |                             |
| Add non-cash Item - amortization                         |                   | 65,000            | 65,000              | 65,000            | 0                                                               |                             |
| Transfer from LTC Specific Fund                          |                   |                   |                     | 50,000            | 50,000                                                          |                             |
| Transfer from GR Surplus Fund                            |                   | 560,000           | 354,550             | 475,000           | (85,000)                                                        |                             |
| <b>Surplus (deficit)</b>                                 | <b>400,768</b>    | <b>0</b>          | <b>0</b>            | <b>0</b>          | <b>0</b>                                                        |                             |

**Islands Trust  
Surplus Funds  
2018-19 Proposed Budget**

|                                                                                      |                     |
|--------------------------------------------------------------------------------------|---------------------|
| General Revenue Surplus Fund                                                         |                     |
| Balance in Contributed Surplus<br>- from March 31, 2017 audited financial statements | \$ 2,848,329        |
| Transfer April 1, 2017 - March 31, 2018 per forecast                                 | \$ (354,550)        |
| Forecast Balance March 31, 2018                                                      | \$ 2,493,779        |
| Transfer to LTC Specific Fund                                                        | \$ 100,000 (a)      |
| Transfer April 1, 2018 - March 31, 2019 per proposed budget                          | \$ 475,000          |
|                                                                                      | <b>\$ 1,918,779</b> |

|                                                     |                  |
|-----------------------------------------------------|------------------|
| LTC Projects Specific Fund                          |                  |
| Balance March 31, 2018                              | \$ -             |
| Transfer from GRSF - April 1, 2018                  | \$ 100,000 (a)   |
| Transfer out to fund April 1, 2018 - March 31, 2019 | \$ (50,000)      |
| Balance March 31, 2019                              | <b>\$ 50,000</b> |

**Recommended balance (per Policy 6.5.i)**

|                                                     |              |                     |
|-----------------------------------------------------|--------------|---------------------|
| Total expenses per budget                           | \$ 7,882,727 |                     |
| Three months of expense                             |              | \$ 1,970,682        |
| Total revenues (excl property taxes and prov grant) | 360,000      |                     |
| Three months of revenues                            |              | \$ (90,000)         |
| Net recommended balance                             |              | <b>\$ 1,880,682</b> |
| Excess contributed surplus                          |              | \$ 88,097           |
| % of recommended balance                            |              | <b>1.02%</b>        |

|                             |                                                  |                |                           |             |  |
|-----------------------------|--------------------------------------------------|----------------|---------------------------|-------------|--|
| Islands Trust               |                                                  |                |                           |             |  |
| Budget Requests Summary     |                                                  |                |                           |             |  |
| 2018/19 Draft 3 Budget      |                                                  |                |                           |             |  |
|                             |                                                  |                |                           |             |  |
|                             |                                                  |                | Amount                    | Budget Line |  |
|                             |                                                  |                |                           |             |  |
| Funded by other sources     | Funded by Grants                                 | 50,000         |                           |             |  |
| offsetting revenue accounts | Funded by Special Property Tax Requisition       | 98,500         |                           |             |  |
|                             | Funded by LTC Project Specific Reserve Fund      | 50,000         |                           |             |  |
|                             | above not included in totals                     |                |                           |             |  |
|                             |                                                  |                |                           |             |  |
| <b>STRATEGIC PLAN</b>       | Policy Statement Amendment - Engagement Strategy | 35,000         | Projects - Strategic Plan |             |  |
|                             | TPC                                              | 25,000         | Projects - Strategic Plan |             |  |
|                             | Salish Sea Conference                            | 14,000         | Projects - Strategic Plan |             |  |
|                             | LPC Toolkit - Protecting Coastal Douglas Fir     | 40,000         | Projects - Strategic Plan |             |  |
|                             | Extend First Nations consulting                  | 85,000         | Projects - Strategic Plan |             |  |
|                             | Islands Trust Fund - Management Planning         | 30,000         | Projects - Strategic Plan |             |  |
|                             | Electronic Data Management                       | 14,000         | Projects - Strategic Plan |             |  |
|                             | <b>Total Strategic Plan Projects</b>             | <b>243,000</b> |                           |             |  |
|                             |                                                  |                |                           |             |  |
| <b>OPERATIONAL</b>          | Election                                         | 130,000        | Election                  |             |  |
|                             | Trustee laptops                                  | 30,000         | Capital - IS related      |             |  |
|                             | Info Services - Microsoft Office upgrade         | 43,000         | Capital - IS related      |             |  |
|                             | Phase 2 office renovation                        | 100,000        | Capital - Office          |             |  |
|                             |                                                  |                |                           |             |  |
| <b>STAFF</b>                | TAS Program Coordinator                          | 75,000         | salaries                  |             |  |
|                             | Extend temporary Freshwater Specialist           | 94,000         | salaries                  |             |  |
|                             | NO Auxilliary planning staff                     | 10,000         | salaries                  |             |  |
|                             |                                                  |                |                           |             |  |
|                             |                                                  |                |                           |             |  |
|                             |                                                  |                |                           |             |  |
|                             |                                                  |                |                           |             |  |

## 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

|                                                                           |                                       |
|---------------------------------------------------------------------------|---------------------------------------|
| <b>Initiated by:</b> Clare Frater, Director Trust Area Services           | <b>Budget Source:</b>                 |
| <b>Business Area:</b> Trust Area Services                                 | Trust Council Budget                  |
| <b>Name of Request :</b><br><br><b>Policy Statement Amendment Project</b> | <b>Budget Amount:</b><br><br>\$35,000 |
| <b>Date initiated:</b> 10/10/2017                                         | <b>Date required:</b> 01/04/2018      |

**1. BACKGROUND** *(A brief description of the current situation.)*

The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Introduction, Part I, Part II and Schedule 1 – Definitions sections of the Policy Statement. The 2018/19 budget funds will be used to complete the amendment process, including: continued First Nations’ meetings, administration of referrals to 80+ agencies/First Nations, correspondence management and legal review.

The 2016-17 budget included \$82,000 for the Policy Statement amendment project. In that year, \$26,000 was spent, primarily on the State of the Islands research and interim report.

The 2017-18 budget includes \$48,000 for the Policy Statement amendment project. Staff predict that only \$13,000 will be spent this fiscal and that \$35,000 will be needed in 2018-19 for First Nations and public engagement, legal review and printing.

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

The objectives are:

- Improved awareness of islands Trust
- Updated preamble and definitions
- Improved acknowledgement of First Nations history and interests



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Improved relationships with First Nations</li> <li>• Re-familiarize all parties with amendment processes</li> <li>• Inform workload and budget estimates to Part III</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>3. PROJECTED RESULTS/DELIVERABLES</b> <i>(How does this address the objectives described above?)</i></p> <p>In scope:</p> <ul style="list-style-type: none"> <li>• First Nations engagement</li> <li>• Public engagement</li> <li>• Drafting/legal review</li> <li>• Referral process</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| <p><b>4. ALTERNATIVES CONSIDERED</b> <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)</i></p> <ul style="list-style-type: none"> <li>• Not proceed at this time or postpone until future fiscal year.</li> <li>• Proceed in 2018/19 with a scaled down or scaled up scope.</li> </ul> |
| <p><b>5. CRITICAL SUCCESS FACTORS</b> <i>(What related factors have been identified? What risks are involved?)</i></p> <p>Policy Statement Amendment process that addresses Part I, Part II and the Definitions is completed, informed by input from First Nations, community members and referral agencies .</p>                                                                                                                                                                                                                                                                                                                     |
| <p><b>6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION</b> <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i></p> <p>This is a significant undertaking and all communications will be approved through Executive Committee and/or the Chief Administrative Officer. Any changes would be approved by the Executive Committee and/or Trust Programs Committee.</p>                                                                                                                                                                                                              |
| <p><b>7. BENEFIT/COST ANALYSIS SUMMARY</b> <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )</i></p> <p>The cost of the project is \$35,000 (note that \$35,000 allocated to this project in 2017/18 was not spent and returned to General Revenue Surplus Fund). Benefits are as stated as above.</p>                                                                                                                                                                                                                |
| <p><b>8. RECOMMENDED DECISION</b> <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i></p> <p>Approve program budget request and scope as identified.</p>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>9. PURCHASING PROCEDURE</b> <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i></p> <p>All purchasing processes will follow organizational policies.</p>                                                                                                                                                                                                                                                                                                                                                                                  |

Clare Frater

Initiator

October 11, 2017

Date

**REVIEWED BY MANAGEMENT TEAM:**

Date received:

Approved: X ☐ YES ☐ NO

Next steps:

Forward to FPC

# BRIEFING

---

|              |                              |                            |                    |
|--------------|------------------------------|----------------------------|--------------------|
| <b>To:</b>   | Financial Planning Committee | <b>For the Meeting of:</b> | October 18, 2017   |
| <b>From:</b> | Clare Frater, DTAS           | <b>Date Prepared:</b>      | September 22, 2017 |

---

**PURPOSE:**

To advise Financial Planning Committee of **\$25,000 budget requests** for 2018/19 Fiscal Year from the Trust Programs Committee

**BACKGROUND:**

On August 21, 2017 the Trust Programs Committee passed the following motion:

*That the Trust Programs Committee request that Financial Planning Committee include \$25,000 for Trust Programs Committee Strategic Plan projects in the 2018/19 fiscal year budget.*

The \$25,000 will be used to advance the following Strategic Plan projects assigned to Trust Programs Committee:

- Advocacy on agricultural policies (T.5.4.1, T.5.4.2, T.5.4.3)
- Facilitation of exploration of intra and inter-islands transportation routes (T.5.6.1, T.5.6.2)
- exploring opportunities and benefits of cooperating with First Nations and others to seek nominations of the Trust Area as a UN Biosphere Reserve. (T.8.2.1, T.8.2.2)

TPC also discussed that Trust Council may wish to add activities regarding species at risk to the Strategic Plan for 2018-2019 but the scope of those activities and TPC's potential role are as yet unknown.

**ATTACHMENT(S):**

No attachments

**FOLLOW-UP:**

Advise Trust Programs Committee of Financial Planning Committee recommendations.

---

**Prepared By:** Clare Frater, Director, Trust Area Services

**Reviewed By/Date:** Management Team/October 5, 2017



## 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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| <b>Initiated by:</b> Clare Frater<br>Director of Trust Area Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Budget Source:</b><br><br>Trust Council Budget |
| <b>Operational Unit:</b> Executive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Budget Amount:</b><br><br>\$14,000             |
| <b>Name of Request</b><br><br>Salish Sea Ecosystem Conference                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                   |
| <b>Date initiated:</b> September 22, 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Date required:</b> April 1, 2018               |
| <b>1. BACKGROUND</b><br><br>The 2018 Salish Sea Conference will be held in Seattle, April 4-6, 2018. This is the largest and most comprehensive event of its kind in the region and brings together an outstanding network of scientists, First Nations/tribal government representatives, resource managers, community leaders, policy makers, educators and students to teach and learn about the latest scientific research related to the ecosystem. Staff/trustee attendance at past conferences has had the following results: increased awareness of Islands Trust projects, incorporation of emerging research and policy into Islands Trust decisions, and development of networks of relationships both local and transboundary. |                                                   |
| <b>2. PROBLEM STATEMENT/OBJECTIVES</b> <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i><br><br>To give consideration within Islands Trust to the incorporation of some of the concepts/information spoken about at the Salish Sea Conference.<br>To be a leader and innovator in how we protect and restore our ecosystem.                                                                                                                                                                                                                                                                         |                                                   |
| <b>3. PROJECTED RESULTS/DELIVERABLES</b><br><i>(How does this address the objectives described above?)</i><br><br>Funding will allow us to procure conference sponsorship, including booth display materials, and provide registration and travel costs for staff and trustees attending.                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                   |
| <b>4. ALTERNATIVES CONSIDERED</b> <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and</i><br><br>Not attend the conference in 2018.                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>5. CRITICAL SUCCESS FACTORS</b> <i>(What related factors have been identified? What risks are involved?)</i></p> <p>Active participation by trustees in staff.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION</b> <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i></p> <p>None.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>7. BENEFIT/COST ANALYSIS SUMMARY</b> <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )</i></p> <p>Raise awareness of the Islands Trust and increase staff and trustee knowledge about the latest scientific research on the state of the Salish Sea ecosystem and related policy developments in order to ensure that future Islands Trust actions are based on the best available information.</p> <p>Associated cost are estimated to be \$14,000:</p> <ul style="list-style-type: none"> <li>- Conference booth - \$2,000</li> <li>- Materials for booth - \$500</li> <li>- Travel costs (based on registration and travel for 4 staff and 2 Executive Committee members)</li> </ul> |
| <p><b>8. RECOMMENDED DECISION</b> <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i></p> <p>Approve the funding as requested.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>9. PURCHASING PROCEDURE</b> <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i></p> <p>As per policy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

Clare Frater, Director Trust Area Services  
 Initiator

October 23, 2017  
 Date

|                                              |                                                                               |
|----------------------------------------------|-------------------------------------------------------------------------------|
| <b>REVIEWED BY MANAGEMENT TEAM:</b>          |                                                                               |
| Date received: October 24, 2017              | Approved: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |
| <p><b>Next steps:</b><br/>Forward to FPC</p> |                                                                               |

# BRIEFING

---

**To:** Financial Planning Committee

**For the Meeting of:** October 18, 2017

**From:** David Marlor, DLPS

**Date Prepared:** September 15, 2017

---

**PURPOSE:**

To advise Financial Planning Committee **of \$55,000 budget requests** for 2018/19 Fiscal Year from the Local Planning Committee

**BACKGROUND:**

On August 17, 2017 the Local Planning Committee passed the following two motions:

*That the Local Planning Committee request that up to \$40,000 be included in the 2018/19 fiscal year budget to develop a tool kit to identify planning issues involved in protecting Coastal Douglas-fir and associated ecosystems and/or to develop a toolkit to assist Local Trust Committees and Bowen Island Municipality in using land use planning tools to reduce community ecological footprint in order to address objectives of the 2014-2018 Islands Trust Strategic Plan.*

The \$40,000 would either be used to hire a consultant to work on Trust Council Strategic Plan objective 1.7 “use land use planning tools and decisions to protection Coastal Douglas-fir and associated ecosystems” by developing a planning toolkit to illustrate how to protect Coastal Douglas-fir and associated ecosystems. Alternatively, the \$40,000 would be used to work on 3.2 “support efficient and sustainable transportation systems and infrastructure” by developing a toolkit to assist local trust committees and Bowen Island Municipality in using land use planning tools to reduce community ecological footprint.

**ATTACHMENT(S):**

No attachments

**FOLLOW-UP:**

Advise Local Planning Committee of Financial Planning Committee recommendations.

---

**Prepared By:** David Marlor, Director local planning services/September 15, 2017

**Reviewed By/Date:** Management Team/October 5, 2017

## 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

|                                                                                                   |                                                                        |
|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>Initiated by:</b> David Marlor<br>Director of Local Planning Services                          | <b>Budget Source:</b><br><br>Local Planning Services Consulting Budget |
| <b>Operational Unit:</b> Local Planning Services                                                  | <b>Budget Amount:</b><br><br>\$85,000                                  |
| <b>Name of Request</b><br><br>Extend funding for 2018/19 Fiscal year for First Nations consulting |                                                                        |
| <b>Date initiated:</b> September 15, 2017                                                         | <b>Date required:</b> April 1, 2018                                    |

### BACKGROUND

In 2016 Trust Council approved funding for a Temporary Senior Intergovernmental Policy Advisor (SIPA). This position began in June 2016 and will end on March 31, 2018.

The position has provided extensive additional value in the area of improving our engagement and relations with all 36 First Nations with an interest in the Trust Area. The work has involved policy amendments at the Trust Council level as well as new procedural approaches to engaging First Nations during development applications and during local trust committee initiated projects. The position has also provided input into the Islands Trust Policy Statement Review, and undertaken community outreach and educational session on the islands in relation to First Nation issues. By March 31, 2018, deliverables will include documentation for planning services on the new approach to First Nations engagement, a in-house database of all First Nations accessible to staff and trustees, and a strategy to engage first nations for the Islands Trust Policy Statement Review.

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its approach and relations with First Nations. In reviewing the position and our organisation needs beyond March 31, 2018, Staff is of the option that there is still some outstanding work with First Nations that should be completed. Further, there is a need for an advisor to staff and trustees on First Nations engagement and issues that may arise. With this in mind, Staff recommend that Trust Council should continue provide funding for a consulting position at the current hours of service levels (\$95,000). Beyond March 31, 2019, the funding could be reduced to \$50,000 to provide staff and trustees with access to a consultant on issues that arise and continuing engagement with First Nations.

Appendix 1 contains a chronological list of specific projects and documents completed by the Senior Intergovernmental Policy Advisor position.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. PROBLEM STATEMENT/OBJECTIVES</b> <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i></p> <p>To ensure that work undertaken in improving relations with First Nations continues beyond March 31, 2018.</p>                                                                                                                                                                                                                                                                                                                |
| <p><b>2. PROJECTED RESULTS/DELIVERABLES</b><br/><i>(How does this address the objectives described above?)</i></p> <p>Funding will allow us to continue to contract with a specialist on First Nations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>3. ALTERNATIVES CONSIDERED</b> <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and</i></p> <ol style="list-style-type: none"> <li>1. Approve funding less than requested. This would result in less hours being available and less deliverables completed over the 2018/19 Fiscal Year.</li> <li>2. Not fund the position. This may result in First Nations relations not advancing beyond where the organisation is today. Lack of a specialist could result in regression of relations.</li> </ol> |
| <p><b>4. CRITICAL SUCCESS FACTORS</b> <i>(What related factors have been identified? What risks are involved?)</i></p> <p>Continued advances in relationship building with first nations. Noticeable organisational change in approach in dealing with First Nations.</p>                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>5. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION</b> <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i></p> <p>None. The recommended approach would result in status quo in regard to current processes.</p>                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>6. BENEFIT/COST ANALYSIS SUMMARY</b> <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )</i></p> <p>Improve and advance relationship with First Nations.</p>                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>7. RECOMMENDED DECISION</b> <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i></p> <p>Approve the funding as requested.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>8. PURCHASING PROCEDURE</b> <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i></p> <p>As per purchasing policy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

David Marlor, MCIP, RPP

Initiator

September 15, 2017

Date



David Marlor, MCIP, RPP

Director

September 15, 2017

Date

**REVIEWED BY MANAGEMENT TEAM:**

**Date received: October 5, 2017**

**Approved: X ☐ YES ☐ NO**

**Next steps:**

**Forward to FPC.**

## **Appendix 1: Work completed by Senior Intergovernmental Policy Advisor from July 2016 to August 2017.**

### **July 2016**

#### Trust-Wide/Corporate Initiatives:

- Initial Policy Statement Analysis for FN Engagement
- FN Engagement Strategy for Policy Statement Amendments
- Summary of Key Concerns/Priorities Already Stated by First Nations to Islands Trust
- Advice, research, editing and review of multiple initiatives

#### Local Trust Committees

- DENMAN LTC: Letter of Invite to a Community to Community meeting with Snuneymuxw Nation

### **August 2016**

#### Trust-Wide/Corporate Initiatives:

- Initial list of 36 First Nations with asserted rights and title, and treaty rights in the Trust Area
- Request For Decision to Executive Committee: Advocacy Regarding Archaeological Sites )
- Request For Decision to Executive Committee: First Nations Relationship Building Principles
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

#### Local Trust Committees:

- SSI LTC: Pilot Proposal for Amended FN Referral Letters and Process

### **September 2016**

#### Trust-Wide/Corporate Initiatives:

- Draft First Nation Language and Tone Guide
- Draft FN Database Organization Initial draft of 21 month program for SIPA
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

### **October 2016**

#### Trust-Wide/Corporate Initiatives:

- Performance Review of Proposed 21-month Program Outcomes for SIPA
- Finalized List of 37 First Nations in Trust Area with asserted Aboriginal rights and title and treaty rights
- Overall Engagement Strategy on Policy Statement Amendments
- Request for Decision to Trust Council: [Adoption of First Nations Principles as Policy](#)
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

#### Local Trust Committees:

- SATURNA LTC: Staff Report on [Saturna FN Reconciliation Development](#)
- SATURNA LTC: C2C Funding Application

## November 2016

### Trust-Wide/Corporate Initiatives:

- Request for Decision to Trust Council: First Nations and Public Engagement
- Initial Weight-of-Claim Categories for trustees and staff to prioritize FN relationship-building priorities
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Launching FN webpage on Islands Trust website

### Local Trust Committees:

- HORNBY LTC: Staff Report on Long term relationship-building program with local First Nations
- GABRIOLA LTC: Letter to Snuneymuxw Nation Congratulating on their Specific Claim Settlement
- SATURNA LTC [Community Event: SENĆOŦEN History of Saturna Islands](#)

## December 2016

### Trust-Wide/Corporate Initiatives:

- FN Relationship Building Schedule of Tasks Dec.2016 – March 2017
- **PRESENTATION:** Trust Council presentation on Douglas Treaties and the Gulf Islands
- Briefing for Trust Council on Marine Protection Tools
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

### Local Trust Committees:

- N. PENDER LTC (and S. PENDER LTC): [Staff Report](#) on Long term relationship-building program with local First Nations
- **PRESENTATION:** N. Pender Community presentation and Discussion
- SATURNA LTC: Letter of Appreciation for Engagement with Saturna Island Community and an invitation to a C2C (Community to Community) meeting

## January 2017

### Trust-Wide/Corporate Initiatives:

- List of 37 First Nations in the Trust Area, organized by tribal associations and including website links and contact information
- Revised presentation for website and community presentations: [Douglas Treaty and the Gulf Islands](#)
- Map of 37 First Nations using location coordinates of band offices
- Update on 27 First Nation Initiatives in Islands Trust Area
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

### Local Trust Committees:

- SSI LTC: In-Camera Staff Report: First Nations Heritage and Cultural Site Inventory + First Nations Relationship Building (no document link available)

- THETIS LTC: Letter to Penelakut Seafoods on the successful passing of bylaw No. 97

## February 2017

### Trust-Wide:

- New presentation of 37 First Nations and the Gulf Islands, presented at February 2017 LPS Professional Development Day (and to VIU's planning students)
- Request for Decision to Trust Council on Marine Protection Tools
- Public handout for staff and trustees to use: February update on FN initiatives, FN websites, new FN Engagement Principles Policy and FN Marine Priorities as found in available FN marine use plans
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

### Local Trust Committees:

- MAYNE LTC: Staff Report on Long term relationship-building program with local First Nations
- SATURNA LTC: Staff Report on Project Charter for First Nations Reconciliation Activities

## March 2017

### Trust-Wide:

- March update on FN Initiatives
- Trust Council presentation on archaeology and FN Issues
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

### Local Trust Committees:

- LASQUETI LTC, DENMAN/HORNBY LTC and GABRIOLA LTC combined application for C2C funding
- MAYNE LTC: Staff Report on First nations reconciliation
- Mayne community presentation and discussion
- Thetis Community Presentation and Discussion

## April 2017

### Trust-Wide:

- First Nations and Public Engagement Project Status Report: July 2016 – March 2017
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives (including FN contacts for SWIIPA)
- Expanding FN webpage on Islands Trust website
- Trust Fund Board of Directors presentation and discussion

### Local Trust Committees:

- DENMAN/HORNBY LTCs: Staff Report on Developing a Shared Narrative of Hornby/Denman Island with local First Nations
- GAMBIER LTC: Staff Report on Developing a Shared Narrative of Gambier Island with local First Nations

- Lasqueti Community Map Party and FN Presentation and Discussion
- Galiano Community presentation and Discussion

## May 2017

### Trust-Wide:

- Briefing Note to Trust Council for FN and Marine Work Update
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website
- **PRESENTATION:** Regional Conservation Plan Workshop (ITF) May 1 (Nanaimo) and May 4 (Sidney)

### Local Trust Committees:

- MAYNE LTC: Staff Report on Shared Narrative of Place with Tsartlip

## June 2017

### Trust-Wide:

- Letter to Omni Group, in support of Penelakut Tribe request for access for archaeological research
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

### Local Trust Committees:

- SATURNA LTC: Staff Report on Draft OCP Amendments
- GABRIOLA LTC: Community to Community Funding Application
- **PRESENTATION:** Bowen Community Presentation and Discussion at BIM Council meeting
- **PRESENTATION:** Hornby Community presentation and Discussion
- **PRESENTATION:** Denman Community presentation and Discussion

## July 2017

### Trust-Wide:

- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

### Local Trust Committees:

- GABRIOLA LTC: Staff Report and Project Charter
- SATURNA LTC: Text for 13-Moon Sign for Saturna Community
- HORNBY LTC: Staff Memo on K'omoks leadership day with Denman and Hornby trustees
- GAMBIER LTC: Revised Staff Report on Shared Narrative of Place with Squamish
- **PRESENTATION:** Keats community presentation and discussion (with Sonja Zupanec)

## August 2017

### Trust-Wide:

- Request for Decision to Executive Committee on Policy Statement Amendment First Nations and Public Engagement Plan
- PowerPoint on Policy Statement Amendment Process
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

### Local Trust Committees:

- **PRESENTATION:** Mudge Island community presentation and discussion
- SSI LTC: In-Camera Staff Report on Next Steps for SSI Heritage Inventory Study (document not available)

## Follow-Through Tasks Currently Underway for September 2017 to March 2018

### Trust-Wide:

- FN Database Completion and Protocols for updates
- Shoreline Protection Work Plans for three pilot LTCs:
  - Lasqueti LTC and Tla'Amin Nation,
  - Denman/Hornby LTCs and K'omoks Nation and
  - Galiano LTC and Penelakut Tribe
- Staff and Trustee FN Orientation Program, including FN Language and Tone Guide, PowerPoint presentations and cultural sensitivity training
- Policy Statement FN Engagement Plan and Implementation
- Referral Efficiency Workshop with FN Referral staff
- FN Webpage Design to capture all FN-related work and Protocols for updates

### Local Trust Committees:

- SATURNA LTC: (1) Provide support and FN connections for a 13-moon community sign and (2) Work with trustees to finalize a text for an OCP amendment to the "Deep History" of Saturna Island
- MAYNE LTC: October workshop with Tsartlip members on SENCOTEN language revival
- S.PENDER AND N. PENDER LTCs: (1) Follow-up with Saanich Tribes and Tribal School on final processes to access James Island and (2) a Project Charter for an early spring FN workshop at the Canal site.
- GALIANO LTC: In coordination with Penelakut Tribe, develop the Dock Review and a Dock Management Plan
- SALT SPRING LTC: (1) Share the SSI FN Heritage Inventory Study with the 13 FNs with asserted rights and title, and treaty rights, on SSI and (2) work with trustees to finalize a text for an OCP amendment reflecting the "Deep History of SSI"
- THETIS LTC: Explore Valdez Island Conservancy willingness to engage with Lyackson First Nation
- GABRIOLA LTC: (1) Community Presentation and Discussion in September and (2) a Follow-up Presentation by members of Snuneymuxw Nation
- DENMAN AND HORNBY LTCs: (1) Community presentation by members of K'omoks and (2) a Shoreline protection work plan and (3) work with trustees to finalize a text for an OCP amendment reflecting a "deep History of Denman and Hornby Islands".

- LASQUETI LTC: Work with Tla'Amin Nation about how and when to approach other FNs with interests in Lasqueti about the shoreline protection program developed by the Island Planner, Sonja Zupanec
- GAMBIER LTC: (1) Amend LTC business templates (agendas, letters, etc) to reflect simple bilingual phrases (English and Squamish) and (2) work with the Squamish Education Department to determine additional phrases (and pronunciation guide) that can be incorporated into other bilingual documents
- BOWEN ISLAND MUNICIPALITY: Share all Squamish bilingual opportunities that Gambier LTC implements and other LTC projects to acknowledge "Deep History" in OCPs

## 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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <b>Initiated by:</b> Jennifer Eliason<br>Manager, Trust Fund                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Budget Source:</b><br><br>Trust Fund Budget |
| <b>Operational Unit:</b> Trust Fund                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Budget Amount:</b><br><br>\$30,000          |
| <b>Name of Request</b><br><br>Property Management Plans                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                |
| <b>Date initiated:</b> September 18, 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Date required:</b> April 1, 2018            |
| <b>1. BACKGROUND</b><br><br>Trust Fund Board (TFB) Policy 2.3 Acquisition and Management of Land states that the Board will prepare and approve a management plan for each property it acquires as a nature reserve, providing details on the scope and extent of the threats found in the area and provide recommendations for how best to address them. The Board aims to approve a management plan for its properties within one year of acquisition, and to update each plan approximately every ten years. Currently twelve TFB Management Plans are ten years old or older. The TFB has also recently acquired a nature reserve on Thetis Island with significant First Nations history, and intend to invite local First Nations to participate in the planning process. |                                                |
| <b>2. PROBLEM STATEMENT/OBJECTIVES</b> <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i><br><br>To update 3-4 nature reserve management plans that are 10+ years old<br>To initiative development of Moore Hill Nature Reserve Management Plan<br>To improve the ecological data, surveying for species and ecosystems at risk and related management strategies<br>To incorporate indigenous knowledge and First Nations history in plans                                                                                                                                                                                               |                                                |
| <b>3. PROJECTED RESULTS/DELIVERABLES</b><br><i>(How does this address the objectives described above?)</i><br><br>Contracting development of baseline information and writing of plans<br>Public and partner consultation (meeting and via website)<br>Referral to First Nations with interests; meetings/site visits with First Nations as requested<br>Review and approval by TFB<br>LTC referral only if it meets policy criteria                                                                                                                                                                                                                                                                                                                                            |                                                |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>4. ALTERNATIVES CONSIDERED</b> <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and</i></p> <p>Attempt to complete the work with current staff.<br/>Complete only a portion of the identified work plan.</p>                                                                                                                                                                                                                                                                                     |
| <p><b>5. CRITICAL SUCCESS FACTORS</b> <i>(What related factors have been identified? What risks are involved?)</i></p> <p>Knowledgeable and effective resources are available to complete the work<br/>Participation from First Nations and communities</p>                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION</b> <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i></p> <p>None.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>7. BENEFIT/COST ANALYSIS SUMMARY</b> <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )</i></p> <p>Completion of this work puts TFB in compliance with Policy 2.3 Acquisition and Management of Land.</p> <p>Associated cost are estimated to be \$30,000:</p> <ul style="list-style-type: none"> <li>- 3-4 Nature Reserve Management Plans updated and revised @\$6,000-\$7,000 each - \$24,000</li> <li>- Initiate planning process for Moore Hill Nature Reserve, including honorarium/site visits for First Nations - \$6,000</li> </ul> |
| <p><b>8. RECOMMENDED DECISION</b> <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i></p> <p>Approve the funding as requested.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>9. PURCHASING PROCEDURE</b> <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i></p> <p>As per policy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

Jennifer Eliason, Manager Trust Fund Board

Initiator

September 18, 2017

Date

Clare Frater, Director Trust Area Services

Director

September 18, 2017

**REVIEWED BY MANAGEMENT TEAM:**

Date received: October 5, 2017

Approved: ☒ YES ☐ NO

Next steps:  
Forward to FPC



## 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

|                                                                            |                                                                |
|----------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>Initiated by:</b> Carmen Thiel, Manager Legislative Services            | <b>Budget Source:</b><br><br>Administration budget for 2018/19 |
| <b>Operational Unit:</b> Executive Office                                  |                                                                |
| <b>Name of Request:</b><br><br>Electronic Data Management Project (cont'd) | <b>Budget Amount:</b><br>\$14,000                              |
| <b>Date initiated:</b> September 27, 2017                                  | <b>Date required:</b> April 1, 2018                            |

#### 1. BACKGROUND *(A brief description of the current situation.)*

In April, 2011 Trust Council adopted a records classification system that was initially implemented for paper files of the Islands Trust. In 2011 Legislative Services created a formal document management system for paper records as part of the overall records management program for Islands Trust. The records management program aligns industry best practices for records management with Islands Trust legislative requirements.

The second phase of the overall records management program, which began in the 2017/18 fiscal year, is to move electronic records to the new network folder structure for electronic documents, created in 2017. The new structure meets the legislative and operational records management requirements of Islands Trust.

The new system will give staff certainty around the naming and retention of electronic records and emails and provide Islands Trust with the ability to retain and gather electronic documents required under the Freedom of Information and Protection of Privacy Act (FOIPPA).

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

This proposal is for:

- completion and follow-up of the project to migrate existing electronic records to the new network folder structure on the Islands Trust's storage area network (SAN), based on the classification system adopted by Trust Council in April, 2011.
- follow-up work includes assistance with renaming older permanent records in accordance with the new standardized naming convention for electronic documents.
- The SAN structure will require ongoing changes, additions and maintenance to be done by technical staff and consultants.

Proposed timeline subject to change:

- By June 2018, migration of current electronic records from the existing SAN structure to the new structure should be substantially complete and the old network folder structure will become 'read only' for a period of time until it is obscured. Work to rename/migrate documents to the new structure began in October 2017.
- By March 2019 the renaming of specific categories of past permanent records such as agendas, minutes, bylaws, agreements, etc. could be substantially completed with consulting assistance. This work is detailed and labour intensive and staff capacity to participate is limited due to other daily work priorities.
- Funding should be put in place for annual maintenance of the SAN structure and to cover applications which may be developed in-house to help staff navigate the system. An example of this would be an application to streamline the naming of each new document.

### **3. PROJECTED RESULTS/DELIVERABLES** *(How does this address the objectives described above?)*

The new structure will provide Islands Trust management and staff with:

- A secure storage location to save permanent electronic files
- The ability to manage and maintain retention schedules on electronic documents
- Formalize the digital document management process within Islands Trust

The following are the deliverables of the project:

- Complete the migration of current electronic records to the EDM in the event that it has not been completed during the 2017/18 fiscal year
- Technical support for the new SAN structure such as adding new file categories and applying permissions and retention codes to them
- Possible development of an application to help staff apply the naming convention to each new document created.

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

Options:

### **Option 1**

Complete implementation and follow-up work, such as renaming old permanent records using the new naming convention, without the assistance of a contractor who has previously assisted other local governments with similar work.

In house staff do not have the time or expertise required to assist all staff with decision making to cut over to a new system within a short time period. Implementing over a longer period of time is likely to reduce staff buy-in to the program, giving them time to put unacceptable structures in place in order to avoid having to apply EDM concepts.

### **Option 2**

Hire a contractor, who has previously assisted other local governments with similar work. For any migration work not completed during the 2017/18 fiscal year, the contractor would work with each business unit with migration of existing documents to the new file structure by assisting and training the project team members and champions in each office to cut over to a new system within a short period of time. This will enable Islands Trust to benefit from lessons learned by other local governments.

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

### Critical Success Factors

- Ongoing support from Sponsor and Management
- Strong Change Management planning
- Staff buy-in of this new process
- Project is adequately resourced
- Project completes on time

### Risk Factors

- Limited or no project budget
- Project team staff leaving the organization before completion of the project
- Limited staff resources
- 100% compliance is necessary to ensure the success of this project

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

The EDM team has applied formal project management procedures throughout the project to date. They have identified all of the stakeholders and assessed the impact and level of influence of each. Interviews have been conducted with the members of the Management Team who have all indicated their support for this project.

The Islands Trust Communications Specialist has assisted the EDM team with the development of a communications plan and the creation of communications material.

Ongoing presentations and training will continue to be done in each office (SSI, NO and Victoria) by members of the EDM team. Feedback and discussions will be monitored and responded to.

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

The following table represents one-time project costs during Fiscal 2018/19.

| Item              | Details                                                                                                                                                                     | Cost            |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Consulting Fees   | Hire consultant to complete migration process of current documents to the new system and do follow-up tasks, including renaming of older documents to new naming convention | \$ 7,000        |
| Technical Support | Maintenance of new SAN structure and contribution to development of application for naming documents                                                                        | \$ 5,000        |
| Travel            | For project team to go to offices to train staff                                                                                                                            | \$ 1,000        |
| Contingency       |                                                                                                                                                                             | \$ 1,000        |
| <b>TOTAL</b>      |                                                                                                                                                                             | <b>\$14,000</b> |

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

The preferred option is Option 2 to hire a contractor who has previously assisted other local governments with similar work. This is being recommended so that Islands Trust can complete implementation within a shorter period of time and ensure that the file structure and naming conventions are in place and understood by staff. In addition Islands Trust will benefit from lessons learned by other local governments.

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

It is recommend that a direct award of consulting services take place to a known vendor who is already familiar with our file structure and records and who has experience implementing similar projects with more than one local government.

|                                       |                                                                                      |
|---------------------------------------|--------------------------------------------------------------------------------------|
| <b>REVIEWED BY MANAGEMENT TEAM:</b>   |                                                                                      |
| <b>Date received:</b> October 5, 2017 | <b>Approved:</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |
| <b>Next steps:</b> - Forward to FPC   |                                                                                      |



# BRIEFING

---

|              |                              |                            |                  |
|--------------|------------------------------|----------------------------|------------------|
| <b>To:</b>   | Financial Planning Committee | <b>For the Meeting of:</b> | October 18, 2017 |
| <b>From:</b> | Manager Legislative Services | <b>Date Prepared:</b>      | October 5, 2017  |

---

## **PURPOSE:**

To advise Financial Planning Committee of a **\$130,000 budget request** for 2018/19 for the November 2018 election.

## **BACKGROUND:**

The current four year term for Trustees ends in 2018. An election will be held in November. A budget for the election has been estimated based on 2014 actual costs.

|                                                      |           |
|------------------------------------------------------|-----------|
| Budget for 2014 Elections in the 2014/15 budget was: | \$118,000 |
| Actual amount spent was:                             | \$113,000 |

|                                                   |           |
|---------------------------------------------------|-----------|
| Budget estimate for 2018 Elections in 2018/19 is: | \$130,000 |
|---------------------------------------------------|-----------|

It has been the practice of Islands Trust to fund the election from the General Revenue Surplus Fund.

## **ATTACHMENT(S):**

No attachments

## **FOLLOW-UP:**

Incorporate in the 2018/19 Budget.

---

**Prepared By:** Carmen Thiel, Manager Legislative Services

**Reviewed By/Date:** Cindy Shelest, Director Administrative Services  
Management Team/October 5, 2017

## 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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>Initiated by:</b> Mark van Bakel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Budget Source:</b>               |
| <b>Operational Unit:</b> Information Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Information Services Budget         |
| <b>Name of Request</b><br>Trustee Hardware Platform – 2018-22 Term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Budget Amount:</b><br>\$30,000   |
| <b>Date initiated:</b> September 26, 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Date required:</b> April 1, 2018 |
| <p><b>1. BACKGROUND</b> <i>(A brief description of the current situation.)</i></p> <p>In 2014 staff recommended that the Trustee mixed platforms (home internet supplemental fee, laptop option etc.) be replaced with preconfigured IPAD Air 16 GB units for coming 4 year election cycle. Trustees adopted the recommendation, and the deployed Trustee iPads are now approaching the end of their expected 4 year life cycle, which will end at the end of the current election cycle. We feel this is the right time to consider the technological options available for the coming political term in light of the challenges that have been identified in the 3 years since deployment.</p>                                                                                                         |                                     |
| <p><b>2. PROBLEM STATEMENT</b> <i>(What is the problem you are trying to solve?)</i></p> <p>Information Services requests Trustees decide whether to continue using iPad as their primary hardware platform, replacing the End-of-Life 9.5" iPad Air 16 GB with new 9.5" iPad 32 GB, or select Windows based 15" laptops as an alternative.</p> <p>Refer to Appendix A: <i>TRUSTEE HARDWARE PLATFORM DECISION MATRIX</i> which outlines in detail the implications/impacts of iPads versus Laptops as a primary hardware platform for Trustees.</p>                                                                                                                                                                                                                                                      |                                     |
| <p><b>3. OBJECTIVES/ANTICIPATED RESULTS</b> <i>(Identify any strategic plan initiatives being addressed. Identify any organizational initiatives being supported. Are there future needs being addressed?)</i></p> <p>Laptops represent an overall improvement in the hardware support model for staff and trustees, with a simplified and streamlined support framework, highly serviceable components, and full term warranty. Laptops in general provide an industry stand platform, rather than the more proprietary and therefore limiting iPad, delivering increased flexibility and expand performance capacity, coupled with comparable software options and simplified data management processes and procedures.</p> <p>Adoption of Windows based 15" laptops has the potential to deliver:</p> |                                     |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Improved support model</li> <li>• Greatly expanded hardware flexibility</li> <li>• Improved remote participant virtual meeting platform</li> <li>• Comparable acquisition cost</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>4. ALTERNATIVES CONSIDERED</b> <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)</i></p> <p><b>See Options Matrix attached</b></p>                                                                                                                                                                                                                        |
| <p><b>5. CRITICAL SUCCESS FACTORS</b> <i>(What related factors have been identified? What risks are involved?)</i></p> <p>Staff and Trustees have identified a number of challenges associated with existing virtual meeting technology and have supported a project intent upon improvements to the overall quality of council committee virtual meetings. Changes to date have focused on boardroom hardware and software modifications; however a number of issues associated with remote participant platforms were identified during the review process. This IS recommendation provides an opportunity to address many if not all of the issues surrounding iPads as the remote participant platform</p> |
| <p><b>6. RECOMMENDED DECISION</b> <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i></p> <p>That Trust Council adopt 15” laptops as their primary hardware platform and provide funding in the 2018/19 budget to provide laptops for the new Trust Council elected in November 2018.</p>                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>7. BENEFIT/COST ANALYSIS SUMMARY</b> <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )</i></p> <p>Acquisition costs of <b>\$29,640</b> for new iPads versus <b>\$28,600</b> for 15” laptops are essentially the same for both laptops than iPADS, but long term laptop support costs are anticipated to be significantly lower owing largely to the availability of a 4 year warranty extension, compared to just 2 years for the iPADS.</p>                                                                                                                                             |
| <p><b>8. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION</b> <i>(Are there any concerns and how will they be addressed? Have other stakeholders been consulted with?)</i></p> <p>If the recommendation is approved IS would procure and deploy the new hardware at the beginning of the next election cycle. Orientation would be provided to Council, and training provided to individual Trustees on a needs basis.</p>                                                                                                                                                                                                                                                                                       |
| <p><b>9. IMPLEMENTATION PROCEDURES</b> <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i></p> <p>Per Purchasing Procedure.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

Mark van Bakel  
Initiator

September 26, 2017  
Date

Cindy Shelest

Director

October 4, 2017

Date

**REVIEWED BY MANAGEMENT TEAM:**

Date received: October 5, 2017

Approved: ☒ YES ☐ NO

Next steps:

Forward to FPC

## Appendix A: TRUSTEE HARDWARE PLATFORM DECISION MATRIX

### LEGEND:

|                 |           |         |
|-----------------|-----------|---------|
| Neutral/Caution | Down-Side | Benefit |
|-----------------|-----------|---------|

| CONSIDERATIONS |                  | OPTIONS CONSIDERED                                                                                                                                                                                                            |                                                                                                                                                                                   |
|----------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |                  | iPad                                                                                                                                                                                                                          | LATPOP                                                                                                                                                                            |
| Support        | Remote Access    | Phone based assistance and onsite training leaves room for misunderstandings and confusion.                                                                                                                                   | Remote and interactive assistance and training simplifies and streamlines support.                                                                                                |
|                | Repair           | Planned obsolescence. Non serviceable. High environmental impact.                                                                                                                                                             | Fully serviceable, reducing environmental impact.                                                                                                                                 |
|                | Warranty         | 1 year standard plus 1 year extended (replacement) increases support costs. Failure during final two years of term results in complete unit replacement cost.                                                                 | 3 years standard plus 1 year extended warranty (repair and/or replace), resulting in predicable support costs.                                                                    |
| Hardware       | Peripherals      | High number of keyboard failures increases overall cost. Keyboard battery dependency increases risk of technical interruptions.                                                                                               | Available (i.e. extended monitors) but not required. Industry standard connectivity means expandable and simplified options.                                                      |
|                | Upgrades         | Not upgradable beyond purchased. Chip and memory upgrades beyond base unit cost prohibitive. Memory expansion an order of magnitude more expense than laptop.                                                                 | Highly adaptable platform. Expandable and highly affordable memory (RAM/ROM).                                                                                                     |
|                | Display          | Limited display real estate. Remote meeting participants struggle to effectively juggle multiple windows (i.e. video, agenda and notes). Participants lose value of video presence (i.e. body language and facial expression) | Optional screen size (recommend 15") and expandable number of Monitors. Adaptable to the wants and needs of the individual.<br>15" screen provides over 3 times the screen space. |
|                | Multi-Processing | Maximum 2 applications open and active at same time.                                                                                                                                                                          | Number of processes limited only by available memory.                                                                                                                             |

| CONSIDERATIONS |                     | OPTIONS CONSIDERED                                                                                                  |                                                                                                                   |
|----------------|---------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
|                |                     | iPad                                                                                                                | LATPOP                                                                                                            |
| Software       | eSCRIBE             | Problematic app replaced with WebDAV methodology.                                                                   | Standard eSCRIBE login. Full features. Simplified support.                                                        |
|                | Apps                | Large selection.                                                                                                    | Industry stand platform. Extensive software options.                                                              |
| Data           | Transfer            | Complicated process to move files between devices. Increased support requests.                                      | USB stick compatible, resulting in standard methods of data transfers. Reduced requests for support.              |
|                | Storage             | Base unit capacity very limiting. Memory expansion an order of magnitude more expensive than standard laptop drive. | Industry standard drive space more than sufficient.                                                               |
| Cost           | Individual Trustee  | \$1,140* based on average base unit price, one year extended warranty, and keypad purchase.                         | \$1,100 based on average unit price, peripherals (mouse, headset and travel bag), and one year extended warranty. |
|                | Trust Council Total | \$29,640                                                                                                            | \$28,600                                                                                                          |

\* Current iPad implementation includes an additional \$5/month for LTE/GSM connectivity. IS proposes to increase this to \$20/month and distribute iPhones to all Trustees with the intent to improve overall quality of remote meeting participation. iPhones would ensure (depending on coverage) an alternative to using broadband connection for voice, ensuring maximum bandwidth for meeting content and video.

## 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

|                                                 |                                     |
|-------------------------------------------------|-------------------------------------|
| <b>Initiated by:</b> Mark van Bakel             | <b>Budget Source:</b>               |
| <b>Operational Unit:</b> Information Services   | Information Services Budget         |
| <b>Windows 10 and Office Suite 2016 Upgrade</b> | <b>Budget Amount:</b>               |
|                                                 | \$43,000                            |
| <b>Date initiated:</b> September 26, 2017       | <b>Date required:</b> April 1, 2018 |

**1. BACKGROUND** *(A brief description of the current situation.)*

The Islands Trust has a general hardware life cycle of 5 years as outlined in the IS Operations Manual. This allows for the planning of replacement of equipment as it becomes technologically out of date, physically at the end of its operational life cycle, and financially unsupportable by contract with the supplier. It is worth noting however that not all equipment follows our operational life cycle. For example, UPS Batteries (backup power) last for 3 years, laptops for 4 years, while servers and desktops last for the full 5 years. These items represent an operational challenge, but through careful planning IS has managed to ensure that all equipment is replaced at the end of its operational life while providing for a reasonably stable and predictable budget.

There are items within the IS support structure however which do not fit within this 5 year plan, nor do they follow predictable cycles. Base operating systems (OS) such as Windows Server 2008 and Windows 7 generally last for 8-10 years with full support. As such we monitor the vendors, review each release and try to determine with as much foresight as possible which one we will select, and when we need to make the transition. In the case of the Windows 10 OS upgrade, which includes/requires Office 2016 Suite (i.e. Word and Excel) upgrades, we have targeted fiscal 2018/19 due to the Microsoft announced End of Life for our current Windows 7 OS in 2019. After 2019 Microsoft will no longer provide support in the form of patches for Windows 7 outside of industrial applications, potentially exposing those that delay upgrading to far greater security risks.

**2. PROBLEM STATEMENT** *(What is the problem you are trying to solve?)*

Microsoft has announced that Windows 7, our current desktop OS, will reach its End of Life in 2019, meaning Microsoft will no longer support the product with security patches. Given the greatly

increased security risks if we delay upgrading to Windows 10 IS proposes to transition to Windows 10 in fiscal 2018/19 before Windows 7 reaches its End of Life.

**3. OBJECTIVES/ANTICIPATED RESULTS** *(Identify any strategic plan initiatives being addressed. Identify any organizational initiatives being supported. Are there future needs being addressed?)*

The upgrade addresses the following objectives as outlined in the Information Systems Strategic Plan and supports the goal to build, sustain, and evolve the Islands Trust information systems infrastructure.

- Ensure all infrastructure is maintained at recognized industry standards, and engage in new technologies only after they have gained general acceptance.
- Ensure all technologies align with security standards as defined by the Islands Trust management, the BC Provincial and Canadian Federal Governments where they pertain.

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

1. Upgrade Windows 7 to Window 10, including Office 2016 Suite at a total cost of **\$43,000**.

**\$27,500** - Windows 10 and Office Suite Licensing

**\$8,500** - Labour - Creation of 2010 image

**\$6,000** - Labour - Migration of roaming profiles from 2007 to 2010

**\$1,000** - Training materials

**\$43,000**

Windows 10 benefits include increased start up speeds, improved security, and an improved browser to name just a few.

Office Suite 2016 benefits include, but are not limited to real-time co-authoring, smart attachments where by recently worked on documents are shareable directly from Outlook, and improved version history management.

2. Do nothing and maintain existing Windows 7 OS. Note that IS does not consider this a serious option given the associated security risk.

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

Change management has been identified as the primary factor critical to the success of this upgrade, whereby training requirements are identified and supported through available materials and business group tailored training.

The primary risk is associated with not upgrading, and greatly increasing our overall cyber security vulnerability.

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

IS recommends upgrading Windows 7 to Windows 10, including Office 2016 Productivity Suite. The risks associated with not upgrading are considered too high given the planned End of Life of Windows 7 in 2019.

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

This is a one-time license, labour and training expenditure that IS anticipates will ensure this portion of our infrastructure is maintained at recognized industry standards for the next 7-8 years.

The expenditure is capital in nature and will be amortized over a five-year period. A transfer from the General Revenue Surplus Fund to finance the expenditure will be required

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

As with the migration from XP to Windows 7, IS will purchase and make available to all staff industry standard online training material for both Windows 10 and the Office 2016 Suite. IS also proposes the popular "Tips and Tricks" training framework be utilized as an orientation tool prior to the migration.

IS also recommends that each business unit consider/explore more advanced Office 2016 Suite application training appropriate to staff job requirements.

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

The migration from Windows 7 to Windows 10 represents an upgrade of our existing desktop OS which will be managed in-house.

Mark van Bakel

Initiator

September 26, 2017

Date

Cindy Shelest

Director

October 4, 2017

Date

**REVIEWED BY MANAGEMENT TEAM:**

Date received: Oct 5, 2017

Approved: ☒ YES ☐ NO

Next steps:

Forward to FPC

## BRIEFING

---

|              |                                  |                            |                  |
|--------------|----------------------------------|----------------------------|------------------|
| <b>To:</b>   | Financial Planning Committee     | <b>For the Meeting of:</b> | October 18, 2017 |
| <b>From:</b> | Director Administrative Services | <b>Date Prepared:</b>      | October 5, 2017  |

---

**PURPOSE:**

To advise Financial Planning Committee of a \$100,000 budget request for 2018/19 to provide additional funding for the Victoria office renovations.

**BACKGROUND:**

The lease for the Victoria office space at 1627 Fort Street, Victoria was renewed in the summer of 2017. A substantial allowance was provided by the landlord upon signing as a renewal incentive. A procurement process was held during September 2017 which included a proponents meeting to discuss the project. Eight proponents attended the meeting however no responses were received. Feedback was sought from the potential proponents. All of those who provided feedback indicated they were concerned that the budget was too low for the stated objectives.

The project is continuing in a scaled down version for 2017/18. Management is requesting an additional \$100,000 from Islands Trust to complete the necessary renovations. (Note: \*\* no substantial investment in the leasehold has been made in recent years.)

**ATTACHMENT(S):**

No attachments

**FOLLOW-UP:**

Incorporate in the 2018/19 Budget.

---

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

**Reviewed By/Date:** Management Team/October 5, 2017





## 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

|                                                          |                                   |
|----------------------------------------------------------|-----------------------------------|
| <b>Initiated by:</b> Clare Frater                        | <b>Budget Source:</b>             |
| <b>Business Area:</b> Trust Area Services                | Trust Council/LPS                 |
| <b>Name of Request :</b><br>Program Coordinator position | <b>Budget Amount:</b><br>\$75,000 |
| <b>Date initiated:</b> 10/10/2017                        | <b>Date required:</b> 01/04/2018  |

#### 1. BACKGROUND *(A brief description of the current situation.)*

There is high public and trustee demand for Trust Area Services projects. For years, the workload for Trust Area Services has outstripped the available staff hours. Staff have reviewed the scope and type of work projects and identified that there are duties and tasks that could be supported by an AO 18 position that would add needed capacity to the TAS team. Examples of duties the Program Coordinator will take on include project management administration, basic research, event organization, correspondence drafting, website maintenance and associated training, assistance with development of print and electronic publications, and administrative duties.

In addition, the Trust Area Services unit historically had 0.5 FTE support for administrative support until 17/18 when the Trust Area Services Secretary was successful in securing the Legislative Services Clerk position. The Legislative Services Clerk is now available to provide only one day/week (20% FTE) to Trust Area Services with responsibilities associated with supporting Trust Program Committee meetings, correspondence preparation and filing.

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

The Trust Area Services team supports Trust Council, Executive Committee and Trust Programs Committee as well as local trust committee communications. With growing demands for enhanced communications/engagement with communities and First Nations and other agencies, advocacy and other services it has become apparent that that additional support for the Trust Area Services team is needed.

#### 3. PROJECTED RESULTS/DELIVERABLES *(How does this address the objectives described above?)*

Creating a program coordinator position within Trust Area Services will result in improved response times and greater profile for the growing number of advocacy, cooperation and communication activities. It will also support improved delivery of Trust Program Committee projects and improved file management.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>4. ALTERNATIVES CONSIDERED</b> <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)</i></p> <p>Staff considered maintaining the status quo which is likely to result in staff burnout and/or under-delivery of projects. Staff also considered creating a more junior position but identified that an AO 18 level position would best serve the Trust Area Services team needs.</p> |
| <p><b>5. CRITICAL SUCCESS FACTORS</b> <i>(What related factors have been identified? What risks are involved?)</i></p> <p>The success of the position relies on clearly defined job duties and sufficient resources (e.g. equipment, training) to support the position.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION</b> <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i></p> <p>The new position would be provided with a thorough orientation to Islands Trust and Trust Area Services. The position would create enhanced capacity for the corporate objectives of enhanced project management and collaboration between departments, as well as improvements to Islands Trust communications.</p>                                                                                                                                                                                                                                      |
| <p><b>7. BENEFIT/COST ANALYSIS SUMMARY</b> <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )</i></p> <p>The cost of the position is \$75,000. Benefits of the position are as stated as above.</p>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>8. RECOMMENDED DECISION</b> <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i></p> <p>Support funding for a new Program Coordinator position for Trust Area Services to support successful and timely delivery of advocacy, cooperation and communication activities as well as Trust Program Committee projects.</p>                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>9. PURCHASING PROCEDURE</b> <i>(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)</i></p> <p>The position will be advertised in accordance with BC Public Service Agency requirements.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

Clare Frater  
Initiator

October 11, 2017  
Date

| REVIEWED BY MANAGEMENT TEAM:  |                                                                      |
|-------------------------------|----------------------------------------------------------------------|
| Date received:                | Approved: X <input type="checkbox"/> YES <input type="checkbox"/> NO |
| Next steps:<br>Forward to FPC |                                                                      |

## 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

|                                                                                                |                                                                   |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| <b>Initiated by:</b> David Marlor<br>Director of Local Planning Services                       | <b>Budget Source:</b><br><br>Local Planning Services Staff Budget |
| <b>Operational Unit:</b> Local Planning Services                                               | <b>Budget Amount:</b><br><br>\$94,000                             |
| <b>Name of Request</b><br><br>Extend funding for 2018/19 Fiscal year for Freshwater Specialist |                                                                   |
| <b>Date initiated:</b> September 15, 2017                                                      | <b>Date required:</b> April 1, 2018                               |

#### 1. BACKGROUND

In 2017 Trust Council approved funding for a Temporary Freshwater Specialist. This position began in June 2017 and will end on March 31, 2018.

The position has provided extensive additional value in the area of research into freshwater (groundwater and surface water) in the trust area, providing public outreach and education on freshwater issues in the Trust Area, providing a link to other provincial agencies dealing with fresh water issues in the Trust Area, undertaking review and providing advice on fresh water issues, project managing a pilot well monitoring program on Salt Spring island with a view to scaling for other islands in the future, and providing general scientific advice to staff on freshwater in planning matters.

Since July 2017 the position has undertaken the following projects:

1. Support to Salt Spring Island Watershed Management Project
2. Review of contaminated aquifer processes
3. Review of DL696 (Keats Island) hydrological assessment report
4. Review of the Hornby Island Water Plan
5. Attendance and participation at Our Groundwater and wells workshops
6. Start of organisation and planning for a Freshwater forum
7. Start of working on three minute videos on freshwater in the Islands Trust Area.

Deliverables for this position before March 31, 2018 include documentation for planning staff on available freshwater research, a freshwater forum for invited guests that deal with freshwater on the islands and subsequent report and recommendations to Trust Council, a freshwater session at March Trust Council and documentation and recommendations from observations so far on the pilot well monitoring project on Salt Spring Island (which will continue beyond March 31, 2018).

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Generally the position has been well received as adding value to the organisation, and helping the organisation improve its understanding and approach to dealing with freshwater issues. While the position has free some planning resources by taking on project management functions for the Salt Spring well monitoring project, the benefits from the position are more in the value added by providing the scientific background and research to support planners, local trust committees and Trust Council (in relation to advocacy advice).</p> <p>As the position has only be active since July 2017 (two months) it is too soon to assess the full value of the position and the extent of the value added to the organisation. Further, the well monitoring project will likely not be completed by March 2018. Staff is of the opinion that the position should be extended to March 31, 2018 to allow completion of in-stream projects and to allow more time to assess the value of the position to the organisation in the longer term.</p> |
| <p><b>2. PROBLEM STATEMENT/OBJECTIVES</b> <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i></p> <p>To provide time for the position to undertake work already in stream, and more time for an evaluation of the value added to the organisation (as the position has only been active for two months as of the date of this business case).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>3. PROJECTED RESULTS/DELIVERABLES</b><br/><i>(How does this address the objectives described above?)</i></p> <p>Funding will allow us to continue the temporary Senior Freshwater Specialist position to March 31, 2019.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>4. ALTERNATIVES CONSIDERED</b> <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and</i></p> <ol style="list-style-type: none"> <li>1. Approve funding less than requested. This would result in less hours being available and less deliverables completed over the 2018/19 Fiscal Year.</li> <li>2. Not fund the position. This may result in loss of scientific expertise in freshwater, and handing off of project management of the pilot well monitoring program on Salt Spring to planning staff.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>5. CRITICAL SUCCESS FACTORS</b> <i>(What related factors have been identified? What risks are involved?)</i></p> <p>Successful completion of the salt spring well monitoring program, with recommendations for scaling to other islands; improved resources for planners on freshwater issues; improved knowledge of freshwater for island residents; and solid basis for advocacy for freshwater issues.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION</b> <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i></p> <p>None. The recommended approach would result in status quo in regard to current processes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>7. BENEFIT/COST ANALYSIS SUMMARY</b> <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )</i></p> <p>Continues to develop and provide scientific advice in relation to freshwater. No additional costs anticipated over additional funding for the position.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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

Approve the funding as requested.

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

Continuation of current position.

David Marlor, MCIP, RPP

Initiator

September 15, 2017

Date

**REVIEWED BY MANAGEMENT TEAM:**

Date received:

Approved: X ☐ YES ☐ NO

Next steps:

Submit to FPC for recommendation.

## 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

|                                                                                      |                                                                  |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Initiated by:</b> Ann Kjerulf, Regional Planning Manager                          | <b>Budget Source:</b><br>Local Planning Services Staffing Budget |
| <b>Operational Unit:</b> Northern Office                                             |                                                                  |
| <b>Name of Request:</b><br><br>\$10,000 for planning/bylaw enforcement staff support | <b>Budget Amount:</b><br>\$10,000                                |
| <b>Date initiated:</b> September 15, 2017                                            | <b>Date required:</b> April 1, 2018                              |

#### 1. BACKGROUND

The Northern Office and Local Planning Services, generally, have experienced staffing transitions and challenges over the past year. The typical planning staff contingent consists of three Island Planners, a Planner 2, and a Planner 1, with the latter position primarily responsible for enquiries and non-complex applications and referrals. Following the departure of an island planner in February 2017, recruitment for a replacement island planner was unsuccessful. A subsequent Planner 2 competition resulted in the internal promotion of a Planner 1 to the Planner 2 position. While this resulted in greater capacity for complex applications, there remains a partial staffing deficiency at the senior level and at the entry level.

The deficiency at the Planner 1 level has been offset in part through a contract with Linda Prowse to provide part-time planning support (handling enquiries, development applications and building and subdivision referrals). The Northern Team also had a co-op student planner who provided enquiry coverage and handled non-complex applications and referrals over the summer.

The contract with Linda Prowse will end at the end of September, 2017. However, the co-op student planner has transitioned to a part-time auxiliary Planner 1, which will be in place until the end of the 2017/18 fiscal year. This position is intended to cover the temporary, more immediate Planner 1 vacancy and also to provide planning support in conjunction with bylaw enforcement activities specific to Gabriola Island. Notwithstanding, Bylaw Enforcement is also experiencing a staff shortage at the current time.

Notably, there is an effort underway to fill the permanent full-time Planner 1 left as a result of the

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>internal promotion earlier this year. However, given the continued pressure at the Island Planner level, additional support is needed to free up Island Planner time to focus on LTC projects (e.g. shoreline protection, affordable housing), Islands Trust wide projects (e.g. species at risk) and more complex files (e.g. DL 696, Potlatch).</p>                                                                                                                                                                       |
| <p><b>2. PROBLEM STATEMENT/OBJECTIVES</b> <i>(What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)</i></p> <p>The intent is to ensure that we can continue to meet the needs of Northern LTCs while providing professional, timely service to applicants and members of the public, and support to bylaw enforcement.</p>                                                                          |
| <p><b>3. PROJECTED RESULTS/DELIVERABLES</b><br/><i>(How does this address the objectives described above?)</i></p> <p>Additional part-time Planner 1 staffing for the 2018/19 fiscal year will alleviate pressure on more senior planning staff while the Northern Office continues to have an Island Planner shortage. It is anticipated that an Island Planner competition will occur in 2018. Thus, the part-time position may be discontinued following the successful completion of such a competition.</p>               |
| <p><b>4. ALTERNATIVES CONSIDERED</b> <i>(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)</i></p> <p>1. Not approve funding – anticipated results are decreased service levels</p> |
| <p><b>5. CRITICAL SUCCESS FACTORS</b> <i>(What related factors have been identified? What risks are involved?)</i></p> <p>Risks are negligible.</p>                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION</b> <i>(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)</i></p> <p>None.</p>                                                                                                                                                                                                                                                                                                                                          |
| <p><b>7. BENEFIT/COST ANALYSIS SUMMARY</b> <i>(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years? )</i></p> <p>Minimal time and resources are anticipated to train the part-time employee.</p>                                                                                                                                                                                                                        |
| <p><b>8. RECOMMENDED DECISION</b> <i>(Clearly outline the decision being sought and why this particular decision is being recommended)</i></p> <p>Approve the funding as requested.</p>                                                                                                                                                                                                                                                                                                                                        |

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

Extension of current auxiliary position or establishment of a new temporary part-time position.

Ann Kjerulf

Initiator

September 15, 2017

Date

David Marlor

Director

October 3, 2017

Date

**REVIEWED BY MANAGEMENT TEAM:**

Date received: October 5, 2017

Approved: X ☐ YES ☐ NO

**Next steps:**

Forward to FPC



Date: November 14, 2017

**December Trust Council  
Victoria**

---

Late September, October and November have been a period of normalization for the Islands Trust following the results of the Salt Spring referendum. This resulted in more organizational certainty and enhanced ability to focus upon the work program and the Strategic Plan. Admittedly, local planning services kept up the pace, particularly the Salt Spring office, throughout the last two years so things may not be so different for them. We can now offer prospective new employees some certainty moving forward. We continue to see the provincial ministries settling into their mandates and striving to move key initiatives forward. This has been accompanied by a raft of employment opportunities across the public service, the trickle down effects are being felt by the Trust. We have seen some key personnel advance their positions with moves to other ministries.

**1. Organizational considerations**

We are in the hiring process for a new Computer Technician to focus upon business continuity as well as a new Communications Coordinator. Of course, Cindy Shelest is in the process of retiring and by the time we get to December Trust Council, she will be there – graciously - as our guest. This is an extremely important position for the organization, one that has substantial impact on our day to day business. We have started the hiring process and hope to have identified our new Director by the end of December. Cindy has had a large portfolio: Finance, Human Resources, Information Technology and Administration and takes a lot of experience and capability with her as she leaves to live and work in the Ladysmith/Nanaimo area. Her support team of Nancy, Nicole, Melinda and Mark as well as myself will be covering for the position until it is filled.

The Victoria office renovations project had a setback when not one of the 9 design build firms that attended our project meeting decided to bid, citing a lack of funding for the project. Executive Committee and Financial Planning Committee were informed of this development, and we have subsequently contracted with a design firm to more specifically identify our priorities and reduce our wish list. The renovation budget has also been increased to reflect the reality of the construction market we are in. Any funds dedicated by the Islands Trust will be accompanied by approximately \$150,000 of funding provided as lease hold improvements under our new lease agreement. We are currently obtaining CAD drawings and layout options to advance the project.

We have a significant internal challenge ahead of us, one that many local governments have struggled to implement. We are moving forward with a new Electronic Document Management system implementation in order to modernize our system and to mirror our paper filing process. It may not seem like much but it really strikes to the core of government administration and our responsibilities under privacy and freedom of information rules. Many of our staff has only worked in one system and changing to a new normal will take some patience and perseverance for the whole organization. Carmen Thiel, Legislative Manager, is the project lead, and it is her main undertaking.

There have been a number of community information meetings across the Trust area over the last quarter, a function of a busy fall after the slower pace of summer. It is a good time to be mindful of the challenges that can emerge in the public meeting space and to ensure we are collectively maintaining ordered meetings, including, maintaining security and safety for the public and staff. If there is a desire to review meeting practise or process for Trust Council as they enter the final year of this term, a session can be organized or current policies re-circulated.

## **2. Working with others**

The provincial government held a 'Region to Region' conference to communicate its top priorities with regard to the public service and the adaptation of the workforce to a new government. I attended the daylong session in Victoria where the priorities of leadership development, commitment to the public service Corporate Plan, an emphasis on diversity and inclusion and a dedication to the principles of Reconciliation and the UN Declaration of the Rights of Indigenous Peoples were communicated. The session was attended by over 500 public service managers and staff. They then had a special plenary session on the relationship between the government of BC and First Nations with a focus upon reconciliation activities and the emerging legal realities of aboriginal rights and title and land use. Upon reflection, Trust Council, in adopting its First Nations Engagement Plan and changing its relationship dynamics with First Nations is an early adopter of the relationship building that will be important in the future.

Advances in the Policy Statement work will be presented in some detail at Trust Council, but it is worth noting that this work with community and First Nations will be a significant undertaking with sufficient complexity and ambition, and that there is some risk and uncertainty as we move forward. Our First Nations engagement will be a culmination of the work we have been doing over the last couple of years and we will soon see if we are making necessary progress. We will rely on Trust Area Services and our Senior Intergovernmental Policy Advisor as well as the Chair of Trust Council and myself to move this forward on behalf of Trust Council over the next few months.

On a similar note of working with others, the recent focus of Trust Council on freshwater issues is, with the guidance of our Freshwater Specialist, moving forward substantially. We are in the process of working with the Ministry of Environment and to bring the *Water Sustainability Act* into focus throughout the Trust area including the accumulation of previously non-curated well data and records. This information will service us well as we more fully integrate water management into our land use authority.

UBCM this year had a distinct change in engagement from recent years. Meetings with Ministers and staff were focused upon the coincidence of provincial ministry mandates and local priorities. The Islands Trust made significant preparations for meetings with Ministers and others at UBCM in order to effectively advocate on behalf of the organization. Successful meetings were held with the Minister of Environment and the Minister of Transportation. The Chair also informally met with Minister Robinson, Minister of Municipal Affairs and Housing and a meeting request has gone forward for a more formal meeting with the Minister as soon as possible.

We are meeting with FLNRO on a variety of fronts, including the prospective foreshore management and the development of a coordination agreement regarding harmonization of authorizations.

Finally, a protocol meeting was held between the Hornby and Denman LTCs and the Comox Valley Regional District. This was a very good meeting, and the relationship is one that should be emulated throughout the Trust area with relevant regional districts. The meeting was cooperative and informative and included an RCMP update, emergency update and a bylaw enforcement review.

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

| No. | Description                                                              | Activity                                                                                                                                                                                                                                      | R/Initiated | Responsibility               | Target Date |
|-----|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------|-------------|
| 1   | Islands Trust Act Amendments                                             | Investigate possibility of amendments to the Islands Trust Act to broaden the Islands Trusts ability to serve its communities and to strengthen its mandate to preserve and protect, including seeking legislative change of Trust Fund name. | 26-Oct-2016 | Russ Hotsenpiller            |             |
| 2   | Oil Spill and Shipping Safety                                            | Chair letters and participation on inter-agency working groups                                                                                                                                                                                | 01-Apr-2014 | Clare Frater                 |             |
| 3   | Revisions to Crown Land protocol agreements and letters of understanding | Meeting held with BIM, LPS, TAS, CSCD and FLNRO.                                                                                                                                                                                              | 19-Jun-2014 | Clare Frater                 |             |
| 4   | First Nations Relationship Building                                      | Working on implementing Project Charter through various initiatives, supporting LTCs on First nations engagement.                                                                                                                             | 31-Aug-2016 | David Marlor<br>Clare Frater |             |

**Projects****Executive Committee**

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

## Executive Committee

| No. | Description                                                       | Activity                                                                                                 | R/Initiated | Responsibility | Target Date |
|-----|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------|----------------|-------------|
|     | Review the Islands Trust Policy Statement                         | Undertake a First Nations and public engagement process to prepare for Policy Statement amendment topics |             |                | 30-Aug-2017 |
|     | Advocate to reduce impacts of other industrial marine activities  | Advocate to reduce impacts of freighter anchorage activities                                             |             |                | 30-Aug-2017 |
|     | Improve communications about the Islands Trust object and history | Implement adopted communications plan for 2015/16                                                        |             |                | 30-Aug-2017 |



Islands Trust

## Islands Trust Council Plan for Continuous Learning 2014-2018

(What other topics would trustees like to propose?)

2017-11-23

| Year |                              | Trust Wide and Administrative Topics                                                                          | Legal and Governance Topics                                      | Planning How-To                    | Working With Others                                      |
|------|------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------|----------------------------------------------------------|
| 2018 | March<br>(Salt Spring)       | (Freshwater Specialist)<br>(Water Sustainability Act)<br><br>Regional Conservation Plan<br><br>Strategic Plan |                                                                  | Adapting to Climate Change         |                                                          |
|      | June<br>(Saturna)            |                                                                                                               | Subdivision Authority/ Bare Land Strata Regulations implications |                                    | Agricultural Land Commission/Islands Trust               |
|      | September<br>(Gambier/Keats) |                                                                                                               |                                                                  | Archaeological Site Protection (2) | First Nations Policy & Engagement                        |
| 2017 | Webinars<br>(dates TBD)      |                                                                                                               |                                                                  |                                    |                                                          |
|      | March<br>(Gabriola)          | Role of the Trustee                                                                                           |                                                                  | Archaeological Site Protection     |                                                          |
|      | June<br>(Lasqueti)           | TFB Regional Conservation Plan                                                                                | Role of the Trustee (2)                                          | Species at Risk                    |                                                          |
|      | September<br>(Denman)        |                                                                                                               |                                                                  |                                    | Effective Advocacy Regional Districts                    |
|      | December<br>(Victoria)       | Ocean Protection Plan                                                                                         |                                                                  |                                    | (San Juan County)<br>(U.S. and Canadian Consuls General) |

**POTENTIAL TOPICS/AGENCY LIAISON FOR CONSIDERATION FOR FUTURE SESSIONS:**

**Suggestions arising during 2014-2018 Term:**

- *Water Sustainability Act (postponed from March 2017 due to difficulty scheduling speakers)*
- Heritage Conservation Act session
- Office of the Ombudsperson session
- Making Online Meetings Work
- OneNote for meetings
- Public Consultation and Polling
- NMCA – implications for local zoning jurisdiction
- Options for a trustee network
- Introduction to the Island Trust Policy Statement
- Participatory decision-making (using expertise on Bowen Island)
- Effective Communications and Social Media
- Fisheries and Oceans with a senior representative from the Department of Fisheries and Oceans

# Strategic Plan 2014-2018

## Quarterly Update – December 2017

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

intertidal zone of the Islands Trust Area.

2.6 Chair and staff attended Ocean Protection Plan engagement session.

### QUARTERLY UPDATE

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

### PROGRESS

#### Objective 1. Protect the natural environment

T.1.1.2 Provided Opportunity Fund Grant to Mayne Island Conservancy Society to assist with legal costs associated with protection of St John Point.

T.1.5.2 Since December 2014, the Trust Fund Board has protected 109.47 hectares on Salt Spring, N Pender, Galiano, Denman, Hornby and Thetis Islands.

T.1.5.3 Completed fundraising campaign for Fairyslipper Forest (Thetis); purchase pending.

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

2.4 Chair wrote to Minister of Transport expressing support for support for Bill C-352.

2.5.1 Chair wrote to Minister of Fisheries and Oceans requesting study of the impacts of aquaculture industry modifications in the

#### Objective 4. Protect quality and quantity of water resources

T.4.3.2 A Project Charter has been created and work is underway on the Islands Trust Area Freshwater Sustainability Forum Project, an education and outreach program with a one-day milestone forum bringing together governments, First Nations, stakeholders, and community associations to generate workable solutions for the implementation of the BC Water Sustainability Act.

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

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



Islands Trust

DECEMBER 2017

### PRIORITIES

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

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

5.1.3 Housing Needs Assessments for southern Islands via CRD and northern Islands via contract initiated.

**Objective 6. Strengthen relations with First Nations**

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

**Objective 7. Improve organizational cost effectiveness and resilience**

T 7.1.1 and 7.1.3 The draft “Information Services Strategic Plan 2017-2018” is under review. The electronic meetings project has completed work on the Gabriola office boardroom, initiated work in the Salt Spring office, and is pending office renovations in the Victoria office.

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

T.8.1.1 Staff has developed a preliminary draft consolidating dated agreements regarding Crown land in the Islands Trust Area

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

T9.1.5 A community and First Nations public engagement plan has been prepared for the Policy Statement amendment project.

**Objective 10. Improve Community engagement**

**Objective 11. Investigate amending the Islands Trust Act**

Workshop to review potential amendments to the *ITA* scheduled for December 2017.

---

**COMMUNITY HIGHLIGHTS**

---

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

**BALLENAS-WINCHELSEA ISLANDS**

The Executive Committee (Acting as an LTC) has prioritized Crown Lands protection in the Ballenas-Winchelsea LTA, and was represented at the Mount Arrowsmith Biosphere Reserve Roundtable.

**DENMAN ISLAND**

The Denman Island LTC is actively engaged in the implementation of the Denman Island Farm Plan, and recently partnered with the Vancouver Island University Master of Community Planning program to undertake a design charrette for the Denman Downtown/Village area. The LTC continues to seek First Nations relationship building opportunities.

**GABRIOLA ISLAND**

The Gabriola Island LTC is considering official community plan (OCP) and land use bylaw (LUB) amendments to provide more flexibility regarding secondary suites. The LTC is also embarking on a targeted review of the Mudge Island OCP, with a specific focus on lot coverage regulations, and continues to work on First Nations relationship building initiatives.

**GALIANO ISLAND**

The Galiano Island LTC is reviewing private moorage policies and regulations and will be considering options for affordable housing

**GAMBIER ISLAND**

The Gambier Island LTC is introducing development permit areas to implement the Riparian Areas Regulation (RAR) and to protect select non-RAR watercourses throughout the Local Trust Area. The Gambier Island OCP review is underway, which includes a focus on engagement with local First Nations.

**HORNBY ISLAND**

The Hornby Island LTC is reviewing its Short Term Vacation Rental (STVR) policies and regulations, and seeking further opportunities to support First Nations relationship building.

**LASQUETI ISLAND**

The Lasqueti LTC is undertaking a targeted OCP review with a focus on marine shoreline protection.

**MAYNE ISLAND**

The Mayne Island LTC is proceeding with Riparian Areas Regulation implementation

**NORTH PENDER ISLAND**

The North Pender Island LTC is proceeding with a review of options for secondary suites, and is proceeding with drafting bylaws for land use for waste management.



### SALT SPRING ISLAND

The Salt Spring Island LTC continues to advance the Industrial Land Use project and the Land Uses in Rural Watershed Zones project. The LTC has advanced work in the Watershed Management project by supporting an agricultural land use inventory update to estimate agricultural water consumption

### SATURNA

The Saturna LTC is implementing revisions to its OCP to recognize First Nations presence and place-names.

### SOUTH PENDER

The LTC has recently completed a comprehensive review of its Land Use Bylaw,

### THETIS ISLAND

The LTC is undertaking a review of dock regulations for Ruxton Island, and recently held a Community to Community (C2C) forum with the Lyackson First Nation. The Thetis Island LTC also continues to work towards compliance with the Riparian Areas Regulation.

## REQUEST FOR DECISION

---

|                 |                                                                                                                       |                            |                   |
|-----------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------|
| <b>To:</b>      | Trust Council                                                                                                         | <b>For the Meeting of:</b> | December 5, 2007  |
| <b>From:</b>    | Carmen Thiel, Legislative Services Manager                                                                            | <b>Date Prepared:</b>      | November 10, 2017 |
| <b>SUBJECT:</b> | <b>AMENDMENTS TO TRUST COUNCIL PROCEDURES BYLAW TO REFLECT LEGISLATIVE CHANGES TO THE TERM OF OFFICE FOR TRUSTEES</b> |                            |                   |

---

### RECOMMENDATION:

1. That Islands Trust Council Bylaw No. 171, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 4, 2017" be read a first time.
2. That Islands Trust Council Bylaw No. 171, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 4, 2017" be read a second time.
3. That Islands Trust Council Bylaw No. 171, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 4, 2017" be read a third time.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** Amendment to the Trust Council Procedures Bylaw is required to acknowledge the change in local election dates and term through the *Local Elections Statutes Amendment Act*. There is also a need to review the impact of these changes to the regularly scheduled sequence of Trust Council meetings. There are a variety of options available to Trust Council to address these changes. The recommendation is considered by staff to be the least disruptive to established practice.

- 
- 1 **PURPOSE:** To amend the Trust Council procedures bylaw to reflect legislative changes to the length of term of office for local elected officials (trustees) and when the term of office begins and ends.
  - 2 **BACKGROUND:** On May 29, 2014, through Bill 21, the *Local Elections Statutes Amendment Act* was enacted with the effect of amending both the *Local Government Act* and the *Islands Trust Act* regarding elections. Legislative changes were made to:
    1. the length of term of office for local elected officials (trustees) from three years to four years beginning with the 2014 general local election;
    2. the beginning and end times for terms of office were moved ahead one month, from December to November, as per section 6(5) of the *Islands Trust Act*:

"6. (5) The term of office of a local trustee elected at the time of a general local election

    - (a) begins on the first Monday after November 1 following the election or when the person takes office in accordance with section 202 (3) of the [Local Government Act](#), whichever is later, and
    - (b) ends immediately before the first Monday after November 1 in the year of the next general local election or when the person's successor takes office, whichever is later."

3. beginning in 2018, voting day is on the 3<sup>rd</sup> Saturday of October in the year of the election where previously it was the 3<sup>rd</sup> Saturday in November.

### 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** The bylaw amendments reflect the legislative change to trustees' terms of office. As a result of the term of office beginning and ending one month earlier than in previous terms of office, the bylaw amendment proposes to change the date when Trust Council holds its first regular meeting in an election year from December to November.

A consequence of adopting the proposed bylaw amendment is that Trust Council would meet in March, June, September and November of each general local election year resulting in a two month gap between the September and November meetings, and a four month gap between the November and March meetings. Council could consider the option of holding a special meeting in January of the year following an election to conduct the trustee orientation sessions.

In each of the non-election years Council would continue to meet in the months of March/June/September/December.

**FINANCIAL:** No financial implications.

**POLICY:** The proposed bylaw changes are consistent with current legislation governing general local elections. Trust Council Policy 2.3.1 Council Committee System and Policy 2.4.3 Executive Committee Election also require amendment to bring them in line with the change to the length of the term of office.

**IMPLEMENTATION/COMMUNICATIONS:**

Staff would prepare a Resolution Without Meeting (RWM) for Council members to consider final adoption of Bylaw No. 171 following the December Trust Council meeting.

**FIRST NATIONS:** n/a

**OTHER:** n/a

**RELEVANT POLICY:** *Local Government Act, Islands Trust Act, and Islands Trust Council Meeting Procedures Bylaw 101.*

### 4 ATTACHMENT:

Appendix 1: Proposed Bylaw 171 to amend Islands Trust Council Meeting Procedures Bylaw 101.

---

### RESPONSE OPTIONS

**Recommendation:**

That Islands Trust Council Bylaw No. 171, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 4, 2017" be read a first, second and third time.

**Alternative:**

That Islands Trust Council amend proposed Bylaw No. 171 prior to consideration of first, second and third readings.

---

**Prepared By:** Carmen Thiel, Legislative Services Manager

**Reviewed By/Date:** Russ Hotsenpiller, CAO

## ISLANDS TRUST COUNCIL

### BYLAW NO. 171

\*\*\*\*\*  
A BYLAW TO AMEND THE ISLANDS TRUST COUNCIL MEETING PROCEDURES BYLAW  
\*\*\*\*\*

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

1. Islands Trust Council Meetings Procedures Bylaw, 2004 is amended as follows:
  - a) By deleting sections 2.1 and 2.2 in their entirety and replacing them with the following:
    - “2.1 The first regular meeting of the Council shall be held on the first Wednesday of November following a general local election. At the first regular meeting, the Council shall establish the schedule of the date, time and place of regular Council meetings for the following calendar year, one of which shall be in each of the months of March, June, September and December.
    - 2.2 Thereafter, at the meeting in December of each of the subsequent three years, the Council shall establish the schedule of the date, time and place of regular Council meetings for the following calendar year, one of which shall be in each of the months of March, June, September and December, with the exception of the year of a general local election when the last meeting of the year will be held in November. The meeting schedule and any revision to the schedule shall be posted at the places specified in Part 10 of this bylaw.”
2. This Bylaw may be cited for all purposes as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 4, 2017”.

|                         |        |        |
|-------------------------|--------|--------|
| READ A FIRST TIME THIS  | DAY OF | , 2017 |
| READ A SECOND TIME THIS | DAY OF | , 2017 |
| READ A THIRD TIME THIS  | DAY OF | , 2017 |
| ADOPTED THIS            | DAY OF | , 2017 |

---

SECRETARY

---

CHAIR



## Islands Trust Council 2018 Quarterly Meetings Schedule

Revised November 22, 2017

***Resolution:***

That the Islands Trust Council establish the following meeting schedule for 2018 and a Special Meeting in January of 2019:

*Gambier Island and Saturna Island Trustees expressed an interest in hosting Trust Council in 2018.*

March 13-15, 2018 – Salt Spring Island

June 19-21, 2018 – Saturna Island

September ~~25-27~~ 18-20, 2018 – Gambier/Keats

November ~~20-22~~ 6-8, 2018 – Victoria

January 16-17, 2019 – Nanaimo

## BRIEFING

---

**To:** Trust Council **For the Meeting of:** December 5, 2017  
**From:** Russ Hotsenpiller **Date Prepared:** November 14, 2017  
**SUBJECT:** PRELIMINARY ANALYSIS OF LEGISLATIVE CHANGE OPTIONS: *ISLANDS TRUST ACT*

---

**PURPOSE:** To receive preliminary analysis on a number of potential amendments to the Islands Trust Act in advance of the workshop scheduled for Wednesday, December 6.

**BACKGROUND:** Trust Council has provided direction to investigate legislative changes to the *Islands Trust Act* in order to better service island communities and serve the Object of the Trust.

*Investigate possibility of amendments to the Islands Trust Act to broaden the Islands Trusts ability to serve its communities and to strengthen its mandate to preserve and protect, including seeking legislative change of Trust Fund name.*

CARRIED  
December 2016

Trust Council received updates on the progress of this work at the June and September Trust Council meetings. Executive Committee adopted the following approach to advance this work:

1. Identification of content/selection of legislation amendments.
2. Process development including SWOT and business case development.
3. Strategy development through the adoption and implementation of a coherent strategy to advance legislative goals.
4. A schedule to coincide with provincial priorities and the legislative calendar.

This report is in support of items 1 and 2, development of a preferred set of amendments. With regard to item 3, Executive Committee and staff, through the UBCM and over the last few months, have made inquiries with the Ministry to best understand the priorities of the new government, the Ministry and its recent mandate letter, the leadership of the Minister, and the amenability of ministry staff to further this project.

This project has not advanced a public education or engagement program at this time as it would be premature without having some understanding of the scope of change contemplated by Trust Council. We also do not yet have Ministry support for legislative amendments and the *Islands Trust Act* is a provincial statute, so they would be involved in establishing public engagement.

**ANALYSIS:** Trust Council will undertake a workshop on December 6<sup>th</sup> to discuss potential amendments to the Act. A list of amendments is attached as Appendix A and includes:

- i. historical changes that have been reviewed by Trust Council and presented to the Ministry for consideration but that, for whatever reason, were unsuccessful
- ii. administrative changes that have been identified as helpful
- iii. more significant changes that would represent a broadening of Islands Trust authority

A more detailed (SWOT – strengths, weaknesses, opportunities, threats) analysis of certain potential amendments is attached as Appendix B. Trustees will note that some amendments do not have an accompanying SWOT analysis. This is due to the fact that research associated with, for instance, changing the Trust Fund Board name, has been provided to Trust Council in the past and there has been universal support provided for this change. Trustees may direct that additional information be provided for any potential amendments.

**Please note that the list of amendments is not comprehensive and is not ranked in terms of priority. It is not a final list and there remain significant conversations to be had with Trustees, stakeholders, First Nations, the Ministry and others before a final list of amendments is acted upon by Trust Council.**

#### **Recommended preparations for Working Session:**

The session is an opportunity for Trust Council to discuss the relative benefits and challenges of potential *Act* amendments and to begin the process of identifying specifically what changes they want to make and in support of what outcomes. In advance of the working session on legislative changes it is recommended that Trustees:

- review the attached analysis;
- consider any new amendments that Trustees may wish to introduce at Trust Council;
- prepare any comments for the working session; and
- prepare to identify in principle selected amendments to the *Islands Trust Act* for further work.

#### **ATTACHMENTS:**

1. List of historical legislative change ideas
2. SWOT analysis for selected potential amendments to Islands Trust Act

#### **FOLLOW-UP:**

##### Next steps

1. Participate in the workshop process to indicate either support for specific legislative changes, generate requests for further information or remove potential items.
2. Staff will then complete a more detailed analysis of preferred legislative changes including initial stakeholder, Ministry output, risk analysis and business cases.
3. A recommended package is returned to Trust Council for endorsement that includes a 'rationale' for changes to the Islands Trust Act and a strategy to engage fully with the Ministry and move through the legislative process.

---

**Prepared By:** Russ Hotsenpiller, CAO

## APPENDIX A

### **Proposed amendments to *Islands Trust Act***

| POTENTIAL AMENDMENT                                                                                                                                                               | WHEN          | METHOD                                                                                                                                                          | NOTES/RESPONSE                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PREVIOUSLY SUGGESTED AMENDMENTS</b>                                                                                                                                            |               |                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>1. Amendments to the <i>Islands Trust Act</i> that would cause four local trustees to be elected to sit on the Salt Spring Island Local Trust Committee and Trust Council.</b> | July 20, 2007 | Letter to Hon. Ida Chong, Minister of Community Services                                                                                                        | <p>May 2008 Minister Chong suggested Islands Trust hold a referendum in the Salt Spring Island LTA. If the referendum was successful, Minister Chong was willing to approve four local trustees for the SSILTC, but not to increase Salt Spring Island representation on Trust Council.</p> <p>Turned down by Salt Spring Island LTA referendum November 15, 2008. Currently no direction by Trust Council to move forward with this amendment again.</p> |
| <b>2. Changes to the <i>Islands Trust Act</i> that would enable the Islands Trust Council to determine the size of its Executive Committee.</b>                                   | July 20, 2007 | Letter to Hon. Ida Chong, Minister of Community Services                                                                                                        | Not advanced by the Ministry. Never formally turned down.                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                   | June 2008     | Trust Council later requested a simpler amendment - that S. 20(3) of the Islands Trust Act be amended to increase the number of vice chairs from three to four. |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                   | June 2011     | Raised during a meeting between the Executive Committee and the Hon. Ida Chong, Minister of Community Services                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



| POTENTIAL AMENDMENT                                         | WHEN                   | METHOD                                                                                                                  | NOTES/RESPONSE                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3. Trust Fund Board corporate status and name change</b> | June 2011              | Name change raised during a meeting with the Hon. Ida Chong, Minister of Community Services                             | Advised by Minister to explore other solutions first to determine if can resolve challenges in other ways. Trust Fund Board has asked Trust Council Chair to seek this change in writing. Several requests have been made.                                                                                                                                                                                                                                                     |
|                                                             | June 2011              | Staff met with Ministry staff                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                             | November 20, 2012      | Letter to Hon. Bill Bennett, Minister of Community, Sport and Cultural Development                                      | Response received Feb 2013. Minister Bennett stated that changing the corporate structure of the Trust Fund Board has broad implications that require careful consideration. He further noted that government often requires a compelling reason, such as a legislative barrier to operations, prior to considering such a legislative request. He suggested that Islands Trust staff contact the Assistant Deputy Minister to arrange for further evaluation of the proposal. |
|                                                             | Sept 2013 and Feb 2014 | Letters to Hon. Coralee Oakes, Minister of Community, Sport and Cultural Development                                    | Several contacts with Ministry staff have been made, most recently in May 2015. The Assistant Deputy Minister repeated earlier advice that that the ministry does not currently have the capacity to undertake this complex a legislative change, given other provincial priorities.                                                                                                                                                                                           |
|                                                             | May 12, 2015           | Executive Committee and senior staff met with new Assistant Deputy Minister Jay Schlosar, who has since left government |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                             | September 2015         | Letter to Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development                                  | Minister Fassbender was not responsive to Trust Council's request for legislative changes. Conversation during the meeting focused on Salt Spring governance and his request that Executive Committee meet with the Aboriginal                                                                                                                                                                                                                                                 |
|                                                             | November 2015          | Executive Committee and CAO met                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| POTENTIAL AMENDMENT                                                                                                                                        | WHEN           | METHOD                                                                                                                                                                                                                                                                                    | NOTES/RESPONSE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                            |                | with Hon. Peter Fassbender,<br>Minister of Community, Sport and<br>Cultural Development                                                                                                                                                                                                   | Aquaculture Association.<br><br>The current Minister and Ministry staff are<br>aware of this request. It is a high priority for the<br>Islands Trust.                                                                                                                                                                                                                                                                                                                                                                 |
| <b>4. Support in principle amending the<br/>Islands Trust Act to add "First<br/>Nations" to the list of those with<br/>whom we work "in co-operation."</b> | September 2015 | Trust Council requested the<br>Executive Committee to consider<br>asking the Minister of Community,<br>Sport and Cultural Development to<br>make this amendment, at an<br>appropriate time, with respect to<br>available resources and the potential<br>for the amendment to be achieved. | This amendment is both timely and appropriate<br>with the focus of Trust Council on principles of<br>Reconciliation and the adoption of a First Nation<br>Engagement Plan.                                                                                                                                                                                                                                                                                                                                            |
| <b>5. To seek funding for the Trust Fund<br/>Board through a provincial levy<br/>rather than a local one.</b>                                              |                |                                                                                                                                                                                                                                                                                           | Currently islanders alone fund the preservation<br>and protection work that is undertaken through<br>the Trust Fund Board. The Trust Fund Board's<br>work is of provincial and national importance<br>and should be funded accordingly.                                                                                                                                                                                                                                                                               |
| <b>6. Special property tax requisitions<br/>for LTC coordinated management<br/>activities.</b>                                                             |                |                                                                                                                                                                                                                                                                                           | Currently LTCs that wish to apply special tax<br>requisitions need the approval of Council by a<br>2/3 majority. There are two possible<br>changes to this requirement that might be<br>considered. The first is to allow LTCs to raise<br>property taxes without having to revert<br>to Council. Clearly, this power would need to be<br>conditional on the funding project being<br>included in the strategic plan. An optional<br>change is for Council to still approve the tax but<br>on a simple majority vote. |

| POTENTIAL AMENDMENT                                                                     | WHEN                                                                                                    | METHOD                                                                                                  | NOTES/RESPONSE                                                                                                                            |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>7. Allowance for the Entry Warrants</b>                                              |                                                                                                         |                                                                                                         | S. 28(1.1) applicable to RDs, not IT, this authority should not be excluded from IT/LTCs and impacts delivery of planning enforcement.    |
| <b>8. Amendment of the NAPTEP regulation to allow for a higher percentage incentive</b> |                                                                                                         |                                                                                                         | Consider increasing the incentive to allow an increase in the incentive to attract more applicants.                                       |
| <b>NEW SUGGESTED AMENDMENTS</b>                                                         |                                                                                                         |                                                                                                         |                                                                                                                                           |
| POTENTIAL AMENDMENT                                                                     | CHANGE REQUIRED                                                                                         | RESOURCE COSTS                                                                                          | EFFECTIVENESS RE: IT OBJECT                                                                                                               |
| <b>9. Affordable Housing</b>                                                            |                                                                                                         |                                                                                                         |                                                                                                                                           |
| Acquire and dispose land                                                                | Act Amendment – s.8(2)                                                                                  | Medium - administration                                                                                 | Medium –depends on others to develop                                                                                                      |
| LTC 3 <sup>rd</sup> party agreements                                                    | Act Amendment – s.24                                                                                    | Low – function of planning                                                                              | High – more options                                                                                                                       |
| <b>10. Housing Service</b>                                                              | Regulation – confer LGA s.332, 335, 263, 229 to Trust Council for purpose of creating a housing service | High – staffing requirements to operate service                                                         | Medium – effective development and management of affordable housing                                                                       |
| <b>11. Business Licensing</b>                                                           | Regulation – confer CC s.8(6), s.59(2), and s.60, and delegation authority under LGA s. 229 and s.230.  | Medium – staff required to process business licenses for LTCs that adopt them                           | Low – another tool to help control use of property and enforce zoning. But will add little to the object of the trust beyond zoning power |
| <b>12. Tree Protection</b>                                                              | Regulation – confer CC s.8(3)(c) to LTCs                                                                | Low – development of bylaw similar to land use planning bylaws. Enforcement expectations may be higher. | High – potential to control tree cutting for environmental and other reasons without use of DPAs                                          |

| POTENTIAL AMENDMENT                                      | CHANGE REQUIRED                                                                       | RESOURCE COSTS                                                                                                                             | EFFECTIVENESS RE: IT OBJECT                                                                                                                                                                                        |
|----------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>13. Subdivision Authority</b>                         | None. Land Title Act s.77.1 already allows for transfer. Request from TC is required. | Medium – may require additional staff to process subdivision applications. Litigation costs may increase given discretionary powers of AO. | Low/Medium – no control over roads – still MOTI. More integration with planning processes.                                                                                                                         |
| <b>14. Ministerial Approval of OCPs</b>                  | Act Amendment – s.24(1)(a), s.27(2)(b) and s.56                                       | None – may reduce administrative costs by not sending bylaws to Ministry                                                                   | None – while may speed up process, it will have no effect on the Object of the Islands Trust.                                                                                                                      |
| <b>15. DAI Bylaws</b>                                    | Act Amendment – s.29(3.1)                                                             | None – may reduce costs by simplifying the adoption process for the bylaws                                                                 | Low – may encourage LTCs to adopt bylaws, which ensure decisions are based on complete information.                                                                                                                |
| <b>16. DP and TUP delegation to Staff</b>                | Regulation – confer s.229 and s.230 to LTCs                                           | Low – may speed up processing without needing to seek LTC approval, offset by potential appeals to the LTC                                 | Medium – streamlining DP and TUP approvals may help further object of the trust.                                                                                                                                   |
| <b>17. Building Permits</b>                              | Regulation – confer s.298 of the LGA<br>Act Amendment – delete s.39                   | High – start-up and operating costs of building inspection                                                                                 | Low/Medium – may help harmonise issue of permits and zoning – but overall impact in furthering object of the trust is not that great.                                                                              |
| <b>18. DPA Enforcement using tickets</b>                 | Regulation – allow LTCs to enforce s.489 and s.501 of the LGA as if they were bylaws. | Low – could reduce enforcement costs.                                                                                                      | High – would improve ability to enforce development permits – a primary means of protecting environmental features, protecting development from hazards and could be used to mitigate and adapt to climate change. |
| <b>19. Power to regulate nuisances, including noise.</b> | Regulation – confer s.234 and 235 of the LGA to LTCs                                  | Low – some administrative work to setup bylaws, but could involve additional enforcement work                                              | medium – depends on ability to use nuisance bylaws to consider environmental issues. It would be more related to aesthetics and views.                                                                             |
| <b>20. Entry warrants</b>                                | Section 424 of CC, Section 28 ITA                                                     | Low                                                                                                                                        | Med/High - Supports compliance with land use authority, necessary support to preserve and protect mandate.                                                                                                         |

## APPENDIX B

### Affordable Housing – Density Bonus and Housing Agreements Preliminary Analysis

#### Background

Local Trust Committees have authority relating to affordable (and seniors and special needs) housing under Part 14 of the Local Government Act, but regional districts retain other important aspects relating to operations and administration of affordable housing. The authority to establish Density Bonus provisions – pre-zone land for a higher density where an amenity such as affordable housing is provided – falls under the authority of the Local Trust Committees by virtue of s. 482 of the Local Government Act. Similarly, Local Trust Committees are authorized to enter into Housing Agreements (LGA s. 483), the principle tool to implement affordable housing.

LTCs lack the authority to:

- Acquire and dispose of land or housing. Trust Council can acquire and dispose of land, but solely for the purpose of carrying out the object of the trust; any land acquired by Trust Council for the purpose of affordable housing would need to be individually considered as to whether it advances the object of the trust.
- Enter into agreements with 3<sup>rd</sup> parties to administer affordable housing. Although LTCs can currently:
  - Enter into coordination agreements with Regional Districts, provided that the RD is operating a housing service in the LTA.
  - Within housing agreements themselves, include requirements that the owner establish contractual arrangements for 3<sup>rd</sup> party administration – see [Galiano Green housing agreement](#).
- Operate a housing service – this authority is reserved to regional districts: LGA s. 332 and 335 (general authority for services) and 263/229 (corporate powers to create commission).

Options to amend legislation or regulations include:

- Acquire and dispose of land:
  - Permit LTCs to acquire and dispose land for the purpose of affordable housing;
  - Alternately, amend the current wording of the ITA to so that Trust Council can explicitly acquire and dispose of land for the purpose of affordable housing;
- Specifically permit LTCs to enter into agreements with 3<sup>rd</sup> parties to administer affordable housing; or
- Transfer the authority to either Trust Council or LTCs to operate a housing service from Regional Districts to Islands Trust

#### 1. Benefit to the Islands Trust

All options:

## **Affordable Housing – Density Bonus and Housing Agreements Preliminary Analysis**

- Generally, increase the ability to respond to unique local demands for affordable housing on island communities
- Link development approval to implementation of affordable housing

### **Acquire and Dispose of land:**

- Ability to hold land (land banking) for future housing, e.g. receive land as an amenity, and then dispose of it to a local non-profit at a future date.
- Option to include reversion of land to LTC / Islands Trust as a default and remedy in housing agreements, avoiding litigation.

### **Ability to enter into agreements with third parties:**

- Expand range of options for partnering for implementation of affordable housing; also facilitate partnering with multiple non-profits for different phases: housing development and a different non-profit for administration.
- Could encourage the establishment of viable non-profits housing societies on most islands (similar to conservancies); in some scenarios Islands Trust could be a member of society.

### **Establish a housing service:**

- Act as a coordinating body between non-profits, developers, other levels of government
- Would be focussed solely on providing service to island communities rather than also in larger urban centres, and develop specific expertise.
- Separate the administration of affordable housing from development approval and day-to-day Islands Trust administration.

## **2. Costs of change, including general resource considerations.**

- Hiring of staff – other than policy development and land use regulation, housing related expertise is not a current Island Trust staff skill set
- Costs could exceed those anticipated due to costs of developing small scale housing projects on islands
- Taking on costs associated with developing housing: application fees, servicing, etc.
- On-going costs would increase over time as more agreements managed or land acquired
- Costs of carrying land that has been banked for future affordable housing development

## **3. Risks or challenges of change.**

- Risks and costs inherent in holding land or housing assets: taxes, insurance, liability
- Taxation increases to fund new staffing, along with on-going development and operational costs for a full housing service.

## **Affordable Housing – Density Bonus and Housing Agreements Preliminary Analysis**

- Assuming administrative burdens and liabilities if local non-profits cease to operate and housing reverts to Islands Trust / LTC.
- Need to separate LTC regulatory approval role (rezoning, DP, housing agreement) from role in holding land and operating or administering housing.
- Uncertainty around unanticipated costs or obstacles to successfully developing land acquired for affordable housing.
- Despite changes to legislation, development and operation of affordable housing in smaller island communities could remain elusive due prohibitively high costs of development in smaller communities and lack of economy of scale
- Lands acquired by Islands Trust / LTCs and remain undeveloped due to absence of non-profit developers or viable proposals
- Staff are hired to administer program but no viable projects are initiated

### **4. How this change would affect others.**

- Regional districts with existing housing services may be affected

### **5. How it relates to the object of the Trust, our mandate and our current authorities.**

- The object currently would likely be interpreted to include Trust Council acquiring and disposing of land for affordable housing, but would need to be assessed on a case-by-case basis. An amendment to ITA or its regulation would remove uncertainty.

## **Business Licensing Preliminary Analysis**

### **Background**

Business licences are a principal means for monitoring and enforcing compliance with zoning regulations relating to commercial uses. Business licences could be denied to businesses not permitted by zoning and businesses operating without a license could be enforced upon. Business license powers could be transferred to local trust committees by the lieutenant governor in council via regulation under s.53(2)(j) of the Islands Trust Act. The regulation would confer the business license powers of the Community Charter (s.8(6), s. 59(2), s.59(3), s.60) as well as powers to delegate (by bylaw) the issuance of business licenses to staff

#### **1. Benefit to the Islands Trust**

- Increased ability to ensure commercial uses are consistent with zoning
- Provide more enforcement tools: operators could be ticketed for operating without a business licence
- Specifically, could provide an additional tool for enforcement of STVRs
- Could be a source of revenue if or cost neutral
- Could be applied in only those LTAs that support it

#### **2. Costs of change, including general resource considerations.**

- Staff costs to review and issue permits – would typically involve a portion of a planning technician, along with administrative support.
- Increased bylaw enforcement resources expended - for failure to apply for licenses
- Cost of researching, drafting and adopting bylaws
- Cost of establishing and maintaining a system to track licenses

#### **3. Risks or challenges of change.**

- Increased taxation to fund licensing if fees for licenses are maintained at below cost
- Consequences of errors in licencing can include liability
- Implementing a new administrative and regulatory process may be administratively challenging
- No in-house experience with licensing
- Politically may be a challenge, licensing would be new to Trust area and rare in rural areas generally
- Many home businesses and small operators in area who could be adversely impacted.

#### **4. How it relates to the object of the Trust, our mandate and our current authorities.**

- Comparable to other planning tools that have been delegated to LTCs



## Tree Protection/Regulation of Tree Cutting on Private Land Preliminary Analysis

**Enabling Legislation:** Under Section 8(3)(c) of the *Community Charter*, municipal councils have the fundamental power to “by bylaw, regulate, prohibit, and impose requirements in relation to .... trees.” Amendment sought: Change in regulation by order-in-council. Lieutenant Governor in Council may make s. 8(3)(c) of the *Community Charter* apply to LTCs under s.53(2)(j) of the *Islands Trust Act*.

### Background:

Prior to 1999, all local governments (including municipalities, regional districts and the Islands Trust) were limited in their powers to regulate tree removal to only those areas considered hazardous. After 1999, amendments to the *Municipal Act*, *BC Community Charter*, and *BC Local Government Act (LGA)* provided municipalities (only) with the authority under Section 8 (3) (c) of the *Community Charter*, to regulate or prohibit the cutting and removal of trees on any land within the municipality.

While municipalities were granted a fundamental power to protect, prohibit and regulate the removal of trees, regional districts and the Islands Trust remained limited in their authority, as follows:

- Section 500 of the *LGA* – a board (or local trust committee) may, by bylaw, regulate tree or prohibit tree removal in areas of land which they consider “may be subject to flooding, erosion, land slip or avalanche”; and
- Section 527 of the *LGA* – local governments may, by bylaw, “require, set standards for and regulate the provision of screening or landscaping for one or more of the following purposes: (a) masking or separating uses; (b) preserving, protecting, restoring and enhancing the natural environment; and (c) preventing hazardous conditions.”
- Section 488 of the *LGA* – Designation of Development Permit Areas in an OCP; a development permit may be required for the alteration of land (including tree cutting) in a DPA designated for any of the following purposes:
  - (b) Protection of the natural environment, its ecosystems and biological diversity;
  - (b) Protection of development from hazardous conditions;
  - (d) revitalization of an area in which a commercial use is permitted;
  - (h) establishment of objectives to promote energy conservation;
  - (i) establishment of objectives to promote water conservation;
  - (j) establishment of objectives to promote the reduction of greenhouse gas emissions.

Islands Trust local trust committee generally exercise their authority through the designation of Development Permit Areas (DPAs) for the purpose of protecting development from hazardous condition (e.g. Denman Komass Bluff DPA) or protection of the natural environment, ecosystems and biodiversity (e.g. Galiano Tree Cutting and Removal DPA). They may also include landscaping and screening provisions within their land use bylaws (e.g. Lasqueti *Riparian Areas Regulation* implementation). There is a further opportunity for local trust committees to leverage their DPA powers to protect trees for the purposes of energy conservation, water conservation and GHG emissions reduction.

### 1. Benefit to the Islands Trust

The question arises as to what greater benefit could be derived from granting the Islands Trust the same authority as a Municipality under Section 8 (3) (c). While local trust committees may currently adopt tree cutting bylaws in relation to hazardous land or for screening, they do not have the same broad discretion as municipalities. In addition to the ability to regulate tree removal in hazardous areas as per s. 500 of the *LGA*, to regulate screening or landscaping for the purposes noted in s. 527 of the *LGA*, and

## **Tree Protection/Regulation of Tree Cutting on Private Land Preliminary Analysis**

to designate DPAs which may result in tree protection, the broader power to protect, prohibit or regulate the removal of trees could provide the following benefits:

- Greater control during site development (e.g. establishment of requirements for a minimum treed area or specification of types of trees to be planted, or requirement for disturbed areas to be replanted);
- The ability to regulate the volume or rate of tree removal (e.g. general permission to landowners to remove two trees per year);
- The ability to protect specific varieties of trees, wildlife trees, heritage or culturally-significant landmark trees;
- The ability to require compensation for trees that are removed either through tree replacement or through financial compensation; and
- Greater control over the visual appearance or rural aesthetic qualities of islands, which is intrinsically related to both islanders' quality of life and local economics (i.e. tourism, the arts, recreation, etc.).

### **2. Costs of change, including general resource considerations.**

Provided local trust committees would wish to adopt tree protection bylaws, this would require a community consultation process. Such bylaws should reflect community goals and objectives for tree protection and, more broadly, conservation. Community consultation would logically be led by Islands Trust planners or consultants.

Once adopted, tree protection bylaws would need to be administered by Islands Trust staff. This would ideally include a certified arborist to review tree permits and to conduct any necessary inspections prior to or following tree removal or planting. On the applicants' side, it is anticipated that professionals such as arborists or foresters would need to be retained in order to advise on tree health assessment, and removal, retention and replanting options and plans.

Furthermore, tree protection bylaws would require a combination of education and enforcement in order to be effective.

### **3. Risks or challenges of change.**

A significant challenge would be obtaining public buy-in regarding the adoption of tree protection bylaws. Many islanders believe that they are already good stewards of their land and do not wish to have further regulations imposed upon them. In fact, many islanders may have moved to the islands where they believe there are less onerous requirements or costs related to land development. Particular challenges would need to be overcome dealing with waterfront property owners with entrenched property rights as they relate to their ability to maintain views as justified by their property values and taxes.

In unserviced areas such as Lasqueti Island, there is a particular challenge related to the use of trees as a source of heat energy. It is expected that many islanders would be opposed to a tree protection bylaw that would limit their ability to cut trees for firewood.

## **Tree Protection/Regulation of Tree Cutting on Private Land Preliminary Analysis**

There would also be issues with Private Managed Forest Lands Act that regulates forestry activities on land within the PMFL. Tree cutting bylaws could not be used to limit forestry activities, though the public may wish to use them for that purpose.

There is a risk that if tree protection bylaws are proposed, this may have the unintended consequence of land-clearing where property owners attempt to beat the clock by cutting their trees before they need to apply and pay for a permit.

There is also a challenge with enforcement of tree protection bylaws. It should be expected that bylaw violation complaints would rise in response to illegal cutting or clearing. In some cases, it may be challenging for Islands Trust staff to follow-up on bylaw complaints due to the remoteness of some islands or because of perceived personal safety risks.

### **4. How this change would affect others.**

As regional districts, like the Islands Trust, do not have broad tree protection powers, it is likely that a legislative change for the Islands Trust would also necessitate similar consideration for regional districts.

### **5. How it relates to the object of the Trust, our mandate and our current authorities.**

The proposed authority supports the Islands Trust object, implementation of the Policy Statement and local trust committee official community plans, and would supplement current authorities provided by the LGA. Providing more tools to LTCs to protect trees would directly further the object of the trust. Despite the implementation logistics indicated in this report, the actual granting of authority is straightforward, and certainly defensible as furthering the object of the Islands Trust Act.

**Subdivision Authority  
Preliminary Analysis**

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Chief Planning Officer – <u>several quality candidates</u></li> <li>• Greater ability to realize IT Objective</li> <li>• Some staff has already taken relevant MATI training</li> <li>• <u>Staff experience</u> evaluating public interest, preservation of natural features and environmental affects, adequacy of buildable area and application referrals</li> <li>• DAI's that have been implemented would help with terms of references for evaluation of professional reports</li> </ul>                                                                                                                               | <ul style="list-style-type: none"> <li>• <u>Cost</u>: training, staffing, admin               <ul style="list-style-type: none"> <li>○ Staffing and resources: likely require at least 1 approving officer and 1 technician plus admin services (or further stretching of existing admin services)</li> </ul> </li> <li>• Process: develop, initiate, review = time</li> <li>• Existing LTC subdivision regulations are not all equal (some strong, some weak)</li> <li>• Unknown status of LTA servicing bylaws...</li> <li>• Staff evaluation of Professional Engineer Reports including: flooding, erosion, landslides, rock fall, avalanche, storm drainage, infrastructure servicing, opportunity of future subdivisions, archaeological or other heritage values</li> </ul> |
| Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ul style="list-style-type: none"> <li>• Impetus to update subdivision bylaws throughout the Trust area</li> <li>• <u>Harmony with Islands Trust Objective</u> through LTA authority (esp. LTA s. 86 &amp; 87). Ie:               <ul style="list-style-type: none"> <li>○ "hear from all persons affected" LTA s. 86(1)(b)</li> <li>○ "may refuse the subdivision plan if...after due consideration of all available environmental impacts and planning studies"</li> <li>○ a "diverse effect on natural environment or conservation of heritage to an unacceptable level"</li> <li>○ "does not conform to LGA or LTC bylaws and regulations"</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• <u>Liability</u> – unknown: does assumed authority include increased liability</li> <li>• Appeal to Supreme Courts due to rejections and/or unmet timelines</li> <li>• Environmental Management Act must be met – need help evaluating...</li> <li>• Increased number of covenants – leads to increased costs to monitor and enforce</li> <li>• Lt. Gov. in Council may by regulation, change the grounds for subdivision refusal...may set Islands Trust up in the future for weaker oversight if overzealous in subdivision refusals...</li> <li>• Managing community expectations</li> <li>• MOTI still in charge of highways</li> <li>• Current IT (SSI) and MOTI staff enjoy good rapport...this could be lost</li> </ul>           |

**Summary:**

The benefit to the Trust is that the organization may more effectively preserve and protect the unique amenities and environment via use of authority under the Land Title Act. An Islands Trust Approving Officer would be better trained to use existing Islands Trust OCPs and LUBs and arguably could use the Policy Statement to evaluate “Public Interest”.

## **Subdivision Authority Preliminary Analysis**

The principle weakness is the cost of staffing. At least two extra staff are presumed to be required (1 approving officer and a development technician) although it is feasible that an approving officer have other duties and a second employee could either help with evaluating engineering reports and/or administration.

The opportunity is to stop bad subdivision practices before they happen and to refuse subdivision plans based on environmental impacts, planning studies, or conformity to the LGA or LTC bylaws and regulations.

The principle threat appears to be liability and legal issues. A larger legal contingency fund would likely be required.

### **Authority:**

Current authority for subdivision approval is with the Ministry of Transportation and Infrastructure under s. 77.2 of the Land Title Act.

Section 77.1 of the Land Title Act allows for transfer of subdivision approving officer functions to a regional district or Islands Trust. The transfer is by order-in-council, requires a request from Islands Trust Council and must be recommended by the Minister of Transportation and Infrastructure. The transfer may come with requirements that must be met before the authorisation is effective, conditions relating to the appointment of the approving officer and provisions regarding transition.

If power is transferred, Trust Council must appoint an approving officer for all unincorporated areas of the Islands Trust. The appointee must be a Trust Area engineer, the chief planning officer, another employee of the Islands Trust or a person under contract to Trust Council.

## **Ministerial Approval of OCPs Preliminary Analysis**

### **Current status:**

- All OCP bylaws must be approved by the Minister of Municipal Affairs and Housing before adoption.
- This includes amendment bylaws.
- This also applies to resort municipalities (Whistler, Sun Peaks and Jumbo Glacier).
- Ministerial approval considers whether the bylaw meets Provincial requirements, including First Nations consultation.

### **Change Required:**

- Legislative Amendment by amending s.24(1)(a) of the *Islands Trust Act* to remove reference to the minister.
- Legislative Amendment by removing s.27(2)(b) of the *Islands Trust Act*.
- Legislative amendment to s.56 of the *Islands Trust Act* (note: the wording here would be problematic if other sections are amended to not require Ministerial approval, as it says a bylaw adopted after March 31, 1990 not covered by an OCP approved by the Minister has no force and effect).

#### **1. Benefits to Trust on obtaining this authority:**

- Reduced time for approval of Official Community Plan amendment bylaws (currently approval at the Ministerial level can take months)
- Brings approval process for local trust committee OCPs in-line with regional districts

#### **2. Costs of Change, including general resource considerations:**

- Could be a minor reduction in costs as it would eliminate administrative work to forward bylaws to the Minister, and any follow-up enquiries from the Minister

#### **3. Risks or challenges of change:**

- Removal of Ministerial approval could be seen as a means for the Province avoiding its duty to consult with First Nations on land use and policy amendments in the Trust Area.
- Increased pressure on the Executive Committee to consider engagement and consultation with other agencies and First Nations when considering approval of the OCP Bylaw.
- If same approach is used as regional districts, the Minister may, by regulation, require one or more local trust areas to submit bylaws to the minister for approval.

#### **4. How this change would affect others:**

- Remove need for Ministry of Municipal Affairs and housing staff to process OCP amendments

## **Ministerial Approval of OCPs**

### **Preliminary Analysis**

- Remove avenue for other ministries opposed to proposed policies in the OCP to object or request the OCP not be approved
- Removes consultation with First Nations by the Province and therefore removes avenue for First Nations concerned with the proposed policies
- Would remove need for LTC to engage first nations (other than policy of the Islands Trust) in order to obtain Provincial approval of the OCP amendments

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

- It would transfer the burden of ensuring that the LTC through its OCP is working in cooperation with other agencies to the local trust committee and the Executive Committee
- Other than engagement with other agencies and First Nations, the change is neutral in relation to the mandate of the Islands Trust.

## **Adoption of DAI Bylaws Preliminary Analysis**

### **Current status:**

- Adoption of DAI bylaw is currently the jurisdiction of Trust Council. This creates a two-part process. Part 1 the LTC amends its OCP to include areas or conditions that development approval information is required. Part 2 is Trust Council considers a bylaw for DAI. This bylaw is written by planning staff and the requirements are specific to the local trust committee bylaw

### **Change Required:**

- Legislative Amendment by amending s.29(3.1) of the *Islands Trust Act* to remove requirement that DAI bylaws be adopted by Trust Council

#### **1. Benefits to Trust on obtaining this authority:**

- Reduced time for approval and amendments to DAI bylaws
- Keeps DAI bylaws with local trust committees and uses a similar adoption process as for other administrative bylaws
- Executive Committee would check the LTC bylaw and therefore Trust Council interests would be protected

#### **2. Costs of Change, including general resource considerations:**

- Reduced administrative costs in not being required to seek Trust Council approval
- Simplified process

#### **3. Risks or challenges of change:**

- Local Trust Committee DAI bylaws could have an impact on budget (liability and resources); however, this would be checked by the Executive Committee during the approval of LTC bylaw process.

#### **4. How this change would affect others:**

- Remove the need for consideration of DAI bylaws for LTCs by Trust Council
- Would simplify the bylaw adoption process for designation of DAI by LTCs

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

- It would have no effect. Trust Council interests would be considered by the approval requirement by the Executive Committee for all local trust committee bylaws



## **Delegation to Staff Issuance of DPs and TUPs**

### **Preliminary Analysis**

#### **Current status:**

- Local trust committees must consider all development permits and temporary use permits. In all other jurisdictions in British Columbia, the local government has the ability to adopt a bylaw to delegate these tasks to staff, with an appeal option to the elected council.
- Development Permits must be issued in accordance with guidelines in the OCP or LUB in areas and for reasons established in the OCP. Permits are valid for 2 years (that is substantial construction must begin with that time period). There is no public process in issuance of DPs as they are considered against previously approved guidelines.
- Temporary Use Permits may be issued in areas and for reasons included in the OCP. The LTC may optionally include guidelines but the LTC is not bound by those guidelines. A TUP is valid for up to 3 years and may be renewed once for up to an additional 3 years. Following that a new permit would be required. Consideration of issuance of TUPs is advertised in the local paper (except renewals).

#### **Change Required:**

- An amendment to the Islands Trust Regulation 119/90 to give the power of s.229 and. S.230 of the *Local Government Act* to local trust committees, so that LTCs may delegate their powers under s.29 of the *Islands Trust Act*.
- Alternatively if the above power is deemed too broad for local trust committees, an amendment to the Islands Trust Act to specify that LTCs may delegate their powers to issue development permits under s. 490 of the *Local Government Act* and temporary use permits under s.493 of the *Local Government Act*.

#### **1. Benefits to Trust on obtaining this authority:**

- Local trust committees would each decide on whether or not to delegate the power to issue temporary use permit or development permit to staff (could delegate by bylaw one, or the other, or both powers)
- Reduced time for approval and amendments to development permit and temporary use permits.

#### **2. Costs of Change, including general resource considerations:**

- Reduced administrative costs in processing applications
- Simplifies process
- For TUPs may require inclusion of guidelines in OCPs to provide certainty to staff and the public on what it can and cannot approve. Currently, TUPs may have guidelines, but like a zoning, the LTC may impose any conditions it sees fit for the circumstance.

## **Delegation to Staff Issuance of DPs and TUPs Preliminary Analysis**

### **3. Risks or challenges of change:**

- May be seen as staff making decisions for development permits and temporary use permits
- Development permit area guidelines would need to be ascertainable to avoid ambiguity
- Could open staff up to criticism on handling of development permits and TUPs where delegated
- Applicant could appeal to the local trust committee if they do not agree with the staff decision on issuance of a permit
- No consistency between local trust areas on process for issuance of development permits and temporary use permits (some could opt to delegate and others may decide not to)

### **4. How this change would affect others:**

- Would potentially reduce number of applications that are before the local trust committee for consideration.

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

- It would have no effect. Development permits are issued in accordance with guidelines in the Official Community Plan or Land Use Bylaw that was previously approved by the Executive Committee. Temporary use permits are issued in areas and for reasons indicated in the Official Community Plan that was previously approved by the Executive Committee.

## **Building Permits Preliminary Analysis**

### **Current status:**

- Building permits are issued by the regional district
- Building permits are not issued on Lasqueti Island
- A building permit bylaw is not in force on Denman and Hornby islands; in this situation Siting and Use Permits are issued under s.31 of the Islands Trust Act

### **Change Required:**

- Legislative Amendment by deleting s.39 of the Islands Trust Act on with-holding of building permits
- Regulatory amendment under s.53(2)(j) of the Islands Trust Act to confer s.298 of the Local Government Act to Trust Council.

#### **1. Benefits to Trust on obtaining this authority:**

- This could harmonise building permits with issuance of development permits or other permits

#### **2. Costs of Change, including general resource considerations:**

- Cost of establishing a building inspection service in all trust areas could be high, with additional staff required to administer and manage building inspection services

#### **3. Risks or challenges of change:**

- Potential objection from one or more regional districts on loss of building inspection services on the Islands
- Potential increased liability from issuance of building permits
- Potential Increased enforcement expectations and costs

#### **4. How this change would affect others:**

- Remove function from regional districts

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

- It would avoid issuance of building permits in situations where zoning is questioned; by bringing building permitting in house, it may help further object of the Islands Trust

## **DPA Enforcement Using Tickets**

### **Preliminary Analysis**

#### **Current status:**

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

#### **Change Required:**

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

#### **1. Benefits to Trust on obtaining this authority:**

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

#### **2. Costs of Change, including general resource considerations:**

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

#### **3. Risks or challenges of change:**

- LTCs would need to adopt bylaw enforcement notification bylaws.

#### **4. How this change would affect others:**

- No effect on other agencies – could be of benefit if the Province makes this change for all local governments.

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

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

## **Nuisance Bylaws (unsightly Premises)**

### **Preliminary Analysis**

#### **Current status:**

- Regional districts have the power to regulate noise and nuisance by bylaws.

#### **Change Required:**

- Regulatory change under s 53(j) of the Islands Trust Act to confer the powers of a regional district under s.324 to allow local trust committees to adopt noise bylaws.
- Regulatory change under s 53(j) of the Islands Trust Act to confer the powers of a regional district under s.325 to allow local trust committees to adopt noise bylaws.

#### **1. Benefits to Trust on obtaining this authority:**

- Would allow local trust committees to adopt noise and nuisance bylaws for their local trust areas.
- Would allow Islands Trust bylaw enforcement to enforce on noise and on unsightly premises.

#### **2. Costs of Change, including general resource considerations:**

- Administrative staff time to develop noise and nuisance bylaws
- Bylaw Enforcement time to enforce noise and nuisance

#### **3. Risks or challenges of change:**

- Transfer of powers from the regional district
- Likely would assume regional district noise and nuisance bylaws already in place

#### **4. How this change would affect others:**

- It would transfer powers from the regional districts. S.36 of the Act may need an amendment as this section does not reflect powers transferred by regulation.

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

- It would allow local trust committee to adopt and enforce unsightly premises bylaws and may allow consideration of environmental issues in those bylaws.

## Entry Warrants Preliminary Analysis

### 1. Benefit to the Islands Trust

One simple but necessary and important change to the *Islands Trust Act* is to make provisions for bylaw enforcement officers to acquire entry warrants to make inspections of properties.

Michael Moll of Young Anderson has pointed out that this was a power that the *Local Government Act* and the *Community Charter* did not expressly grant the Islands Trust. It was presumed to exist because the Islands Trust formally was given all the enforcement powers of a Regional District. Unfortunately, recent changes to the *Local Government Act* and the *Islands Trust Act* explicitly deny the Islands Trust the ability to apply for entry warrants.

We are not altogether prevented from obtaining entry warrants as the *Offence Act* provides some authority but this is a preposterous situation.

Section 424 of the *Community Charter* merely needs to have the words “and the Islands Trust” added to the end. And Section 28 (1.1) of the *Islands Trust Act* merely needs the number “424” replaced with “423”.

### 2. Costs of change, including general resource considerations.

There are no financial or public policy implications as a result of making these changes. The changes merely confirm the ability of the Islands Trust to obtain entry warrants; something that has been done in the past and something that the general public expects can be done.

### 3. Risks or challenges of change.

Not making these changes may affect the ability of the Islands Trust to enforce its bylaws due to difficulty obtaining warrants and once obtained the applicability of the evidence may be challenged due to the fact that the *Local Government Act* and the *Islands Trust Act* now seem to indicate that it is not proper for the Islands Trust to use warrants to enforce its bylaws.

### 4. How this change would affect others.

### 5. How it relates to the object of the Trust, our mandate and our current authorities.

Preserving and protecting without the ability to make inspections of properties that do not comply with land use bylaws would be very difficult.

## REQUEST FOR DECISION

To: Trust Council For the Meeting of: December 4, 2017  
From: Executive Committee Date Prepared: November 15, 2017  
SUBJECT: DEVELOPMENT OF A VISIONING STATEMENT

---

**RECOMMENDATION:** THAT Trust Council select draft vision statement No. "x" as follows: " ."

---

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** Trust Council has directed that a professional writer be contracted to develop an inspirational vision statement. Three drafts have been prepared for consideration with the assumption that Trust Council will either select a preferred vision statement or request further editing. Each of the options has a different emphasis and style. Of course there are many options and potential edits that could be made to a vision statement. Trust Council is urged to identify its preferred option for either adoption or further amendment.

---

- 1 **PURPOSE:** To receive an update on progress in developing a professionally-produced vision statement for Trust Council.
- 2 **BACKGROUND:** At the June 2017 Trust Council meeting, the following motion was made regarding procuring a professional writer to craft a visioning statement for the Islands Trust:

*THAT Trust Council request Executive Committee to retain a consultant to draft an inspirational Vision Statement for the Islands Trust, based on the existing Object and recent work on a Vision Statement.*

Staff has contracted with Victoria Bushnell Consulting to deliver this work. Ms. Bushnell has extensive professional experience writing for a variety of business, academic and environmental clients. She was presented preparatory information including the Object of the Trust, the Policy Statement, the summary notes from the September 2016 visioning session by Trust Council and the graphic illustration which summarized the vision session.

The intention in contracting with a professional writer was to access more inspirational language that would best illustrate the vision of Council. Ms. Bushnell has prepared three draft vision statements for Trust Council's consideration (Appendix A), each of which has a different point of emphasis from either a stylistic or content perspective.

At this point Trust Council may wish to indicate a preferred vision statement, request an amendment to any of the draft vision statements, or decline to indicate a preference and staff would restart the process.

### 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** The organization would adopt the visioning statement and begin to populate relevant materials, handouts, information where appropriate in conjunction with the graphic illustration. The vision statement would feature prominently as an introduction to the Strategic Plan, which was developed by Trust Council during the 2014-2018 term.

**FINANCIAL:** There are no discrete financial implications to adopting a visioning statement, rather there would be incremental costs associated with its dissemination in a variety of forms.

**POLICY:** There is no direct policy that speaks to Trust Council adopting a visioning statement as part of its strategic objectives and executive direction for the organization. The Islands Trust, arguably already has visionary documents such as Part 3 of the *Islands Trust Act*, the Object of the Trust and the Policy Statement, which of course are grounded in legislation and policy. There is no direct conflict with those documents in adopting a visioning statement that speaks to Trust Councils more immediate vision for the future.

**IMPLEMENTATION/COMMUNICATIONS:** See note above

**FIRST NATIONS:** The vision statement options include reference to a new relationship with First Nations where such a reference did not exist before and would be seen as progress in acknowledging a desire to work with First Nations throughout the Trust area.

**OTHER:** N/A

### 4 RELEVANT POLICY: N/A

### 5 ATTACHMENT: Attached as Appendix A are three vision statements for consideration of Trust Council.

### RESPONSE OPTIONS

**Recommendation:** THAT Trust Council select draft policy statement No. "x" as follows: " ."

**Alternative:** Trust Council has several options, including:

1. To select a preferred vision statement for adoption from the available options;
2. To select a preferred vision statement and request further edits and amendments to address language or content;
3. To request an entirely new vision statement be developed based upon either a new theme or stylistic preference of Trust Council.
4. Some other direction of Trust Council.

---

**Prepared By:** Russ Hotsenpiller

**Reviewed By/Date:** November 15, 2017



**Islands Trust**

**Vision Statement**

**Draft 2**

**Prepared for Russ Hotsenpiller, Chief Administrative Officer**

**15 November 2017**

**PROJECT**

Create a written vision statement for Islands Trust, one that aligns with the graphic illustration, messaging of the Object of the Trust and detailed Policy Statement.

**REFERENCES**

I have included the original draft Vision Statement and the graphic illustration, as these may be helpful references when reviewing the proposed Vision Statement.

**Original Vision Statement Submitted for Consideration**

*“Local First Nations have been stewards of the islands of the Salish Sea for millennia. The Islands Trust Council joins them in this responsibility through decisions and actions that foster collaborative decision-making in support of its vision:*

*The islands of the Trust Area have healthy and productive marine, aquatic and terrestrial ecosystems where resources are jointly managed with First Nations to sustain ecological and cultural values. Island communities are resilient, caring and diverse. Every islander has access to affordable housing, local food, enough clean water, and contributes to decision-making. Farmers, local businesses and non-profits are well supported and thriving. Island communities are recognized leaders in innovative actions and technologies within localized, post-carbon economies.”*

**Graphic Illustration:**



## RECOMMENDATIONS AND INTRODUCTORY NOTES

In our last meeting, we discussed the key points to be included in the new Vision Statement. We began by analyzing the original draft Vision Statement and identified the following:

- Marine environment is important to include
- Same for First Nations
- reflect the spirit of community.
- Preserve and protect is an important concept to echo. However, it's more than that; it's ensuring the islands stay intact for the next generation.
- Potentially include affordable housing, or allude to it.
- While the statement should be inspirational, ensure it aligns with wording/brand voice of other Islands Trust materials.
- Consider the concept of living within our means: sustainability, self-sustaining, reducing impact on environment

### Other recommendations:

**Aspirational** – As noted, I recommend creating a Vision Statement that is more aspirational in nature (e.g., “Our Vision is to have....”) instead of outlining the end result (e.g., “Islands Trust has....”). In this way, the Vision Statement has a more energetic, striving, inspirational quality.

**Clear and Concise** – Keep the statement clear, concise and jargon-free. This will be most appealing to all readers, both internal and external.

**Simple** – Resist the urge to fit everything into the Statement. As a Vision, it should be high-arching and not get into copious amount of detail. When there's too much detail, it's difficult to read and understand.

## NEW VISION STATEMENTS

**Version #1.** (This version plays on the wording in the graphic statement, with a lively feel and the use of fragments, instead of full sentences.)

*At Islands Trust, we have a vision: to preserve and protect the islands of the Trust Area. To sustain healthy, resilient communities, where innovative planning, affordable housing and environmental stewardship go hand in hand. To work closely with First Nations, and remain true to ecological and cultural values. To ensure both current and future generations thrive, while maintaining respect for the fragility of our natural environment.*

**Version #2.** (Instead of being aspirational, this is more of a concrete statement about Islands Trust. While not future-forward, it still evokes confidence and passion/dedication.)

*We maintain the unique and special character of the Trust Area, protecting and preserving both the marine and land environments. Islanders are at the heart of our efforts: we work with First Nations and rural communities to ensure a quality of life in harmony with our natural surroundings.*

**Version #3.** (A third version that's even bolder and brings in different terminology. I think we need to start off by saying what Islands Trust does, then get into the hows and whys. Words like "advocate" or "change makers" can be a bit much for people, but this option emphasizes that it's important to take a stand, and not be afraid to use words that are bold and confident. As a community member, I respond better to strong, confident statements, than to standard "government speak"; I suspect most people feel that way.)

***We are Islands Trust.*** *We preserve and protect the islands of the Trust Area, for both current and future generations. This is a great responsibility, and one we don't take lightly. That's why, as trustees of this incredibly unique ecosystem, we are its strongest advocates. We innovate ideas and bring forward solutions, tackling issues that matter to communities, from renewable energy to supportive technologies to water stewardship. We also bring people together, working with First Nations and islanders to make sure everyone's voices are heard. Yes, it's a tremendous challenge. But we know that, working together, we can make a difference, ensuring our island communities remain strong and healthy. We are change makers. We are vision seekers. We are Islands Trust.*



## **Administrative Services Report September 2017 to December 2017**

Date: 17/11/2017

### **1. Director**

FPC meetings were held on October 18 and November 15, 2017 where the focus was review of the 2018-19 budget and approval of a proposed budget for December Trust Council. Two procedural updates were also approved for Trust Council's consideration. In addition, the 2017-18 Forecast and the 2017-18 2<sup>nd</sup> Quarter Results were reviewed and forwarded to Trust Council. The next FPC meeting is January 16, 2018 with the focus being approval of the 2018-19 public consultation materials.

The Administrative Services Team is committed to updating Operational procedures before the end of 2017 and to supporting the Electronic Document Management (EDM) project implementation.

Assisted the Victoria office renovations by hiring of a space planner, providing information and engaging a firm to complete CAD drawings for the office.

A contract for additional parking near the Victoria office was completed.

### **2. Employee Services**

A significant number of hiring processes were initiated or completed, making this a busy time for the Employee Services Coordinator. In addition, a new Administration Assistant was oriented and trained.

Monthly OHS Committee meetings were held. Office inspections are current and a fire drill was held in the Victoria office. A new procedure for safety orientation of new staff is being developed. A request has been made to the Public Service Agency Learning Centre for organization-wide training on Violence Prevention.

A staff trip to Thetis Island was held on September 19, 2017. The December quarterly staff meeting will be a seasonal celebration in Victoria. In conjunction with the staff meeting the annual awards and quarterly awards are being coordinated. The Staff Recognition Committee met to review this year's awards and update the procedure.

The Employee Services Coordinator completed training in Workplace Investigations.

Implementation of the PSA's myPerformance (an automated performance planning system) has been postponed to 2018.

### **3. Finance**

This has been a busy time for the Finance team, completing the 2nd quarter financial statements and the forecast for 2017-18 based on results to September 30, 2017 as well as supporting the 2018-19 budget process with account analysis and salary calculations.

Finance was the pilot group for the EDM implementation. Significant time and effort was spent by Finance staff on the review and cleanup of electronic documents.

Research and discussion of an alternate method for the receipt of application funds is underway and scheduled for implementation by the end of December, 2017.

Training for staff on the updated purchasing procedure and the new employee travel procedure is being planned.

### **4. Information Services**

Completed draft "Information Service Strategic Plan 2017-2022".

Completed installation of electronic meeting hardware in the Gabriola office, and initiated work in the Salt Spring office. Installation of the Victoria office components will be completed in conjunction with the planned office renovations.

Project planning was completed for the upcoming eSCRIBE migration and upgrade scheduled in January 2018.

Supported the Electronic Document Management Project with the creation of the new folder structure and applying folder security.

A new procedure for meeting bookings was developed and is near completion.

Initiated development of a Business Continuity Plan.

In the next few months, operational procedures will be reviewed and updated as needed.

The Manager of Information Services and the Information Services Coordinator attended the annual Municipal Information Services Association (MISA) conference in Victoria in September 2017. As well, the Manager of Information Services is scheduled to complete training in Project Management in December 2017.



## Top Priorities

## Financial Planning Committee

| No. | Description                                                                              | Activity                                                                                                                                                                                                                                                                                                       | R/Initiated | Responsibility | Target Date |
|-----|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------|-------------|
| 1   | First draft of the 2018/19 Budget                                                        | <p><b>Current:</b><br/>Reviewed first draft of proposed budget at FPC meetings October 18 and November 15, 2017.</p> <p><b>Planned:</b><br/>Forward proposed budget to December Trust Council for review.<br/>Review public consultation documents in January 2018 and seek public input in February 2018.</p> | 31-May-2017 | Cindy Shelest  | 31-Mar-2018 |
| 2   | Complete review of Purchasing Procedure Policy 6.5.iii.                                  | Forwarded to December 2017 Trust Council.                                                                                                                                                                                                                                                                      | 21-Oct-2015 | Cindy Shelest  | 05-Dec-2017 |
| 3   | Consider revisions to Trust Council Policy 7.2 vi Municipal Tax Requisition Calculation. | Recommended revisions will be provided to FPC at their November 15, 2017 meeting.                                                                                                                                                                                                                              | 27-Jan-2017 | Cindy Shelest  | 15-Nov-2017 |

# BRIEFING

---

|                 |                                                                                                   |                            |                   |
|-----------------|---------------------------------------------------------------------------------------------------|----------------------------|-------------------|
| <b>To:</b>      | Financial Planning Committee                                                                      | <b>For the Meeting of:</b> | November 15, 2017 |
| <b>From:</b>    | Nancy Rogers, Finance Officer                                                                     | <b>Date Prepared:</b>      | November 2, 2017  |
| <b>SUBJECT:</b> | <b>FINANCIAL FORECAST FOR MARCH 31, 2018 YEAR END, UPDATED WITH SEPTEMBER 2017 ACTUAL RESULTS</b> |                            |                   |

---

## **PURPOSE:**

The year-end financial results for March 31, 2018 have been forecasted based on actual results to September 30, 2017 plus estimates to the end of the fiscal year. The budget for fiscal year ending March 31, 2018 included a transfer from the General Revenue Fund Surplus of \$600,000. Based on the revised forecast the required transfer from the General Revenue Fund Surplus is now estimated at \$354,550.

## **BACKGROUND:**

The September forecast reflects a total net decrease in funding requirement of \$245,450 from the original budget. An explanation of the revenues and expenditures that contribute to the variance are commented on below.

## **Revenue:**

A total decrease from budget of \$107,998 due to lower than anticipated Income from Grants which is offset by higher than anticipated investment income and other income.

## **Expenditures:**

Total forecasted expenditures are lower than budget by a net of \$353,448. Some of the more significant items to note are:

- Salaries and benefits are lower than budget by \$143,343 due to staff vacancies in Planning, Bylaw and Administration. This underspending is partially offset by the hiring of contractors under contract service expenditures of \$109,000 for overall salaries and benefit underspending of \$34,000;
- Legal expenditures are forecast to be lower than budget by \$58,000 due to lower than anticipated costs for bylaw litigation and defence;
- Projects are expected to trend lower than budget by \$107,350. It is expected that the following project budgets will remain unspent at the end of the year:
  - Policy statement review - \$35,000
  - TPC Water and Marine Conservation - \$5,500
  - Community to Community First Nations Meetings - \$6,000
  - LTC projects - \$76,000

- Telephone costs are forecast to be lower than budget by \$10,700 due to savings realized by installation of new phone equipment in the Gabriola office;
- Local Trust Committee expenditures on trustee expenses, meetings, communications and special projects are lower than budget by \$18,000;
- Travel for the Executive Committee members to attend LTC meetings are higher than budget by \$7,000 due to increased travel requirements and the geography of the Executive Committee members this term;
- Travel costs are higher than budget by \$12,500 as travel costs for the senior water specialist and intergovernmental policy advisor positions were not anticipated during the budget process;
- Contract services are higher than budget by \$103,000 due to hiring contractors to cover staff shortages.

Other variances are not significant in nature.

#### **CONCLUSIONS:**

Based on the forecast results, the March 31, 2018 transfer from the General Revenue Fund Surplus is forecast to be \$354,550, which is \$245,450 lower than budgeted.

#### **ATTACHMENT:**

Financial Forecast detail for 2017/18 fiscal year.

**FOLLOW-UP:** Forward to Trust Council.

---

**Prepared By:** Nancy Rogers, Finance Officer

**Reviewed By/Date:** Cindy Shelest, Director of Administrative Services/November 3, 2017  
 Russ Hotsenpiller, Chief Administrative Officer/November 6, 2017



| <b>Islands Trust</b>                                                          |                                             |                          |                       |                                  |                                                    |
|-------------------------------------------------------------------------------|---------------------------------------------|--------------------------|-----------------------|----------------------------------|----------------------------------------------------|
| <b>March 31, 2018 Forecast based on<br/>YTD Actuals to September 30, 2017</b> |                                             | <b>Annual<br/>Budget</b> | <b>YTD<br/>Actual</b> | <b>Forecast<br/>to Mar 31/17</b> | <b>Forecast<br/>Higher (Lower)<br/>than budget</b> |
| <b>Revenue:</b>                                                               |                                             |                          |                       |                                  |                                                    |
|                                                                               | Fees & Sales                                | 110,000                  | 64,878                | 110,000                          | 0                                                  |
|                                                                               | Provincial Grant                            | 180,000                  | 180,000               | 180,000                          | 0                                                  |
|                                                                               | Property Tax Levy General                   | 6,312,330                | 6,312,332             | 6,312,332                        | 2                                                  |
|                                                                               | Property Tax Levy Bowen                     | 242,680                  | 242,680               | 242,680                          | 0                                                  |
|                                                                               | Special Levy Property Tax Requisition       | 98,500                   | 98,500                | 98,500                           | 0                                                  |
|                                                                               | Interest Income                             | 50,000                   | 29,000                | 65,000                           | 15,000                                             |
|                                                                               | Other Income General                        | 0                        | 1,076                 | 2,000                            | 2,000                                              |
|                                                                               | Grant Income                                | 150,000                  | 0                     | 25,000                           | (125,000)                                          |
| <b>Total Revenue</b>                                                          |                                             | <b>7,143,510</b>         | <b>6,928,467</b>      | <b>7,035,512</b>                 | <b>(107,998)</b>                                   |
| <b>Expenses</b>                                                               |                                             |                          |                       |                                  |                                                    |
|                                                                               | Admin Cost Recovery                         | (1,937,734)              | (980,420)             | (1,937,734)                      | 0                                                  |
|                                                                               | Admin Support Services                      | 1,937,734                | 980,420               | 1,937,734                        | 0                                                  |
|                                                                               | Amortization Expense                        | 65,000                   | 32,590                | 65,000                           | 0                                                  |
|                                                                               | Applications sponsored by Exec Committee    | 5,000                    | 2,200                 | 5,000                            | 0                                                  |
|                                                                               | Audit                                       | 20,000                   | 0                     | 20,000                           | 0                                                  |
|                                                                               | Bank Charges & Interest                     | 5,000                    | 1,924                 | 5,000                            | 0                                                  |
|                                                                               | Board of Variance                           | 1,500                    | 0                     | 1,500                            | 0                                                  |
|                                                                               | Carbon Offset Purchases                     | 1,500                    | (1,701)               | 1,500                            | 0                                                  |
|                                                                               | Communications                              | 28,000                   | 9,419                 | 28,000                           | 0                                                  |
|                                                                               | Info Systems - Licenses                     | 55,000                   | 39,007                | 55,000                           | 0                                                  |
|                                                                               | Info Systems - Internet                     | 45,000                   | 21,983                | 45,000                           | 0                                                  |
|                                                                               | Info Systems - Technical Support            | 100,000                  | 29,141                | 65,000                           | (35,000)                                           |
|                                                                               | Contingency                                 | 17,500                   | 0                     | 17,500                           | 0                                                  |
|                                                                               | Contract Services                           | 197,178                  | 136,895               | 301,000                          | 103,822                                            |
|                                                                               | Elections By Elections                      | 5,000                    | 0                     | 0                                | (5,000)                                            |
|                                                                               | Insurance                                   | 110,000                  | 53,170                | 106,500                          | (3,500)                                            |
|                                                                               | ITF Board Honoraria                         | 8,000                    | 4,150                 | 6,000                            | (2,000)                                            |
|                                                                               | ITF Board Meeting Expense                   | 10,000                   | 6,310                 | 9,500                            | (500)                                              |
|                                                                               | ITF Board Training & Conferences            | 2,000                    | 1,398                 | 1,500                            | (500)                                              |
|                                                                               | ITF Property Management                     | 65,000                   | 53,684                | 75,000                           | 10,000                                             |
|                                                                               | ITF Conservation Planning & Land Securement | 18,000                   | 7,375                 | 18,000                           | 0                                                  |
|                                                                               | ITF Ecosystem Mapping                       | 15,000                   | 19,044                | 19,044                           | 4,044                                              |
|                                                                               | Land Title Registrations                    | 3,000                    | 1,844                 | 3,000                            | 0                                                  |
|                                                                               | Legal General                               | 60,001                   | 50,609                | 77,000                           | 16,999                                             |
|                                                                               | Legal Bylaw Enforcement Litigation          | 135,001                  | 46,050                | 95,000                           | (40,001)                                           |
|                                                                               | Legal Litigation Defence                    | 60,000                   | 8,777                 | 25,000                           | (35,000)                                           |
|                                                                               | LTC Trustee Expenses                        | 15,000                   | 3,815                 | 10,000                           | (5,000)                                            |
|                                                                               | LTC Executive Expense on LTC's              | 20,000                   | 13,399                | 27,000                           | 7,000                                              |
|                                                                               | LTC Local Exp LTC Meeting Expenses          | 41,500                   | 16,926                | 38,450                           | (3,050)                                            |
|                                                                               | LTC Local Exp APC Meeting Expenses          | 7,300                    | 3,060                 | 5,850                            | (1,450)                                            |
|                                                                               | LTC Local Exp Communications                | 9,600                    | 1,829                 | 4,600                            | (5,000)                                            |
|                                                                               | LTC Local Exp Special Projects              | 10,500                   | 834                   | 7,000                            | (3,500)                                            |
|                                                                               | Meeting Expense                             | 139,000                  | 45,011                | 139,000                          | 0                                                  |
|                                                                               | Memberships                                 | 15,000                   | 4,010                 | 12,000                           | (3,000)                                            |
|                                                                               | Notices Statutory & Non Statutory           | 18,000                   | 6,838                 | 19,700                           | 1,700                                              |
|                                                                               | Office Rent                                 | 390,200                  | 185,921               | 383,000                          | (7,200)                                            |
|                                                                               | Office Services                             | 45,000                   | 20,946                | 42,000                           | (3,000)                                            |
|                                                                               | Postage & Courier                           | 10,000                   | 4,863                 | 10,000                           | 0                                                  |
|                                                                               | Project funded by grants                    | 150,000                  | 0                     | 25,000                           | (125,000)                                          |
|                                                                               | Projects - all                              | 513,500                  | 117,952               | 381,150                          | (132,350)                                          |
|                                                                               | Recruitment                                 | 5,000                    | 3,911                 | 5,000                            | 0                                                  |
|                                                                               | Safety                                      | 5,000                    | 6,080                 | 6,080                            | 1,080                                              |

|                                             |                                              |                  |                  |                  |                  |
|---------------------------------------------|----------------------------------------------|------------------|------------------|------------------|------------------|
|                                             | Salaries Administration                      | 1,764,517        | 855,511          | 1,693,810        | (70,707)         |
|                                             | Benefits Administration                      | 429,485          | 205,983          | 412,273          | (17,212)         |
|                                             | Salaries Planning                            | 1,564,846        | 756,304          | 1,527,790        | (37,056)         |
|                                             | Benefits Planning                            | 381,024          | 182,122          | 371,864          | (9,160)          |
|                                             | Salaries Bylaw                               | 219,500          | 97,695           | 212,094          | (7,406)          |
|                                             | Benefits Bylaw                               | 53,426           | 23,517           | 51,624           | (1,802)          |
|                                             | Stationary & Supplies                        | 42,000           | 29,998           | 55,000           | 13,000           |
|                                             | Subscriptions                                | 5,000            | 1,838            | 5,000            | 0                |
|                                             | Telephone                                    | 30,700           | 10,182           | 20,000           | (10,700)         |
|                                             | Mobile Devices                               | 22,500           | 11,577           | 22,500           | 0                |
|                                             | Training Organization Wide                   | 5,000            | 2,117            | 5,000            | 0                |
|                                             | Staff Meetings & Recognition                 | 15,000           | 9,744            | 20,000           | 5,000            |
|                                             | Training & Conferences                       | 78,000           | 43,499           | 75,000           | (3,000)          |
|                                             | Travel for Training                          | 43,000           | 26,764           | 46,000           | 3,000            |
|                                             | Travel                                       | 86,500           | 57,178           | 99,000           | 12,500           |
|                                             | Trustee Remuneration                         | 377,023          | 191,723          | 377,025          | 2                |
|                                             | Trustee Remuneration CPP Expense             | 17,636           | 8,410            | 17,636           | 0                |
|                                             | Trustee Remuneration Health/Dental Benefits  | 41,032           | 20,516           | 41,031           | (1)              |
|                                             | Trustee Remuneration MSP Benefits            | 30,281           | 16,887           | 30,281           | 0                |
|                                             | Trustee Remuneration Pay In Lieu of Benefits | 4,000            | 2,000            | 4,000            | 0                |
|                                             | Trustee Remuneration Executive on LTC's      | 70,260           | 36,023           | 70,260           | 0                |
| <b>Total Expenses</b>                       |                                              | <b>7,707,010</b> | <b>3,548,850</b> | <b>7,318,062</b> | <b>(388,948)</b> |
| <b>Capital</b>                              |                                              |                  |                  |                  |                  |
|                                             |                                              |                  |                  |                  |                  |
|                                             | Computer Hardware and Software               | 71,500           | 70,927           | 107,000          | 35,500           |
|                                             | Furniture and Equipment                      | 15,000           | 5,097            | 15,000           | 0                |
|                                             | Renovations                                  | 15,000           | 3,553            | 15,000           | 0                |
|                                             |                                              | 101,500          | 79,577           | 137,000          | 35,500           |
| <b>Total Expenditures including Capital</b> |                                              | <b>7,808,510</b> | <b>3,628,427</b> | <b>7,455,062</b> | <b>(353,448)</b> |
|                                             |                                              | (665,000)        |                  | (419,550)        | 245,450          |
| Less Non-Cash Expenditures - Amortization   |                                              | (65,000)         |                  | (65,000)         |                  |
| Transfer from General Revenue Surplus Fund  |                                              | (600,000)        |                  | (354,550)        | (245,450)        |
| <b>Surplus (Deficit)</b>                    |                                              | <b>0</b>         | <b>3,300,040</b> | <b>0</b>         |                  |
|                                             |                                              |                  |                  |                  |                  |
|                                             |                                              |                  |                  |                  |                  |

## REQUEST FOR DECISION

**To:** Trust Council

**For the Meeting of:** December 5-7, 2017

**From:** Financial Planning Committee

**Date:** October 18, 2017

**SUBJECT: REVISIONS TO TRUST COUNCIL POLICY 6.5.3 PURCHASING PROCEDURE AND RENAME IT PROCUREMENT POLICY**

---

**RECOMMENDATION:** That the Islands Trust Council amend *Policy 6.5.3 Purchasing Procedure* and rename it *Procurement Policy* to update it for several items raised by Trustees and Staff since the policy was last updated in March 2014.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** The proposed amendments to the Purchasing Procedure Policy will clarify and streamline procedures related to procurement within the Islands Trust. They are intended to ensure that related expenditures are consistent with the Islands Trust Act and with purchasing procedures already adopted by Trust Council.

The policy has been amended to include a broader ability for Local Trust Committees to provide input to service procurement including environmental, social policy and local purchasing considerations. There is also language to support the provision of local expertise in contracting services.

---

### **IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:**

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

**FINANCIAL:**

The proposed amendments will clarify procurement processes within Islands Trust.

**POLICY:**

This recommendation would amend Policy 6.5.3 Purchasing Procedure (proposed to be renamed Procurement Policy).

**IMPLEMENTATION/COMMUNICATIONS:**

The revised policies will be circulated to holders of the Islands Trust Policy Manual and placed on the Islands Trust website. It will also be reviewed with Islands Trust staff with procurement responsibilities.

**OTHER:** None.

---

### **BACKGROUND**

On March 5, 2014, Trust Council approved a major revision to the Purchasing Procedure Policy. Since that time Trustees and Staff have provided feedback to the Director of Administrative Services with respect to potential changes and/or enhancements to the policy. The Financial Planning Committee's FUAL includes

an item to request staff review Islands Trust Policy 6.5.3 Purchase Procedure in light of present practices and come back to the Committee with recommendations.

Further, on April 4, 2016 EC meeting direction was given to provide a report on potential improvements to consultant evaluation procurement policy. These improvements were in support of providing greater flexibility to utilize local expertise and professional capacity with local trust areas.

**REPORT/DOCUMENT:**

Policy 6.5.3 Purchasing Procedure (proposed to be renamed Procurement Procedure) illustrating proposed amendments dated January 9, 2017.

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

Procedures related to the procurement of goods and services and consistency with relevant financial policies.

**RELEVANT POLICY:**

Policy 6.5.3 Purchasing Procedure (proposed to be renamed Procurement Procedure)

**DESIRED OUTCOME:**

Clarify and streamline procedures.

---

**RESPONSE OPTIONS**

**Recommended:**

**That the Islands Trust Council amend *Policy 6.5.3 Purchasing Procedure Policy* and rename it Procurement Policy to update it for several items raised by Trustees and Staff since the policy was last updated in March 2014.**

**Alternatives:**

Recommend different or additional revisions to the policy.  
Request staff return with further advice regarding the policy.

---

**Prepared By:** C. Shelest, Director of Administrative Services

**Reviewed By/Date:** Russ Hotsenpiller, Chief Administrative Officer/October 12, 2017  
Financial Planning Committee/October 18, 2017  
Executive Committee/November 22, 2017



|                           |                                                                                                                           |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>Policy:</b>            | 6.5.3                                                                                                                     |
| <b>Approved By:</b>       | Trust Council                                                                                                             |
| <b>Approval Date:</b>     | March 25, 1996                                                                                                            |
| <b>Amendment Date(s):</b> | March 29, 2007; December 9, 2009; September 16, 2010; September 11, 2013; March 5, 2014; <a href="#">December 5, 2017</a> |
| <b>Policy Holder:</b>     | Director of Administrative Services                                                                                       |

## **PURCHASING PROCEDUREPROCUREMENT POLICY**

### **Purpose**

In accordance with the *Islands Trust Act*:

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

### **A. Definitions**

n/a

### **B. Policy**

#### **Details**

#### **1. Delegation of Authority**

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

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

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

Staff with purchasing authority have the following responsibilities:

- Ensure that appropriate approvals have been obtained and are adequately documented.
- Communicate with Administrative Services on anticipated purchasing commitments and creation of service contracts.
- Ensure that no expenditure exceeds approved budgets.
- Ensure that no expenditure is made that is not included in the annual budget.
- Ensure that expenditures are consistent with the required or permitted operations of Islands Trust bodies, as identified in the *Islands Trust Act*.
- Be familiar with the provisions of the Government of British Columbia's Standards of Conduct for Public Service Employees in Government Procurement Processes.

## **2. Creation of Purchase Orders and Service Contracts**

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

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

## **3. Regular Disbursements**

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

## **4. Legal Services**

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

The Chief Administrative Officer will determine if expenditures require review or approval by the Executive Committee or Trust Council.

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

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

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

(g) *conserve heritage property.* ”

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

## **6. Disclosure of Contracts**

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

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

## **7. Local Trust Committee Expenses**

- a) Disbursements must only be made as authorized by Part 4 of the *Islands Trust Act* and typically include the following:
  - i) Advisory Planning Commission expenses (meeting and secretarial costs)
  - ii) LTC meeting costs including advertising, hall rental, external facilitation costs, and secretarial costs
  - iii) Local mail-outs and/or trustee newsletters
  - iv) Open house costs
  - v) Purchases of goods or services that support the land use planning and regulatory operations of the LTC.
- b) Disbursements must be made in accordance with the budget allocation, be processed via the Trust’s financial system, and comply with all financial policies and procedures; including use of purchase orders or service contracts where required, and appropriate approvals by the Treasurer and/or designate;
- c) Any disbursement over \$~~25~~00 which is to be charged against the local trust committee expense budget, with the exception of those items noted in Section 7(a)(i) through 7(a)(iv) above, should be approved by resolution of the LTC;
- d) Expenditures cannot exceed the annual budget allocation provided to each local trust committee by Trust Council. However, if a local trust committee anticipates extraordinary costs they should approach the Executive Committee to request a budget adjustment;
- e) Trustee travel and other expenditures must comply with Islands Trust Policy 7.2.3, Trustee Travel Policy and Procedures; and

- f) Trustee expenses related to attendance at training and/or conferences must comply with Islands Trust Policy 6.12.1, Trustee Training/Conference Attendance.

## 8. Competitive Process

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

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

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

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

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

## 9. Direct Awards

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

- The requirement is valued at less than \$25,000.
- An emergency exists and requirements cannot be satisfied in time by means of a competitive process.
- A process delay would interfere with Islands Trust's ability to maintain security or order, or to protect human, animal, or plant life or health.
- The required service is confidential.
- ~~It can be proven that only one supplier or contractor is qualified to provide the service~~ There is a single supplier that clearly provides the best value in the circumstances of a particular purchase.
- Where the competitive process is impractical because of the need to obtain unique third party skills, there is a requirement for contractor continuity, or there is a strong case for the cost effectiveness of maintaining a current contractor for a specific task.



- For work to be performed on or about a leased building that may be performed only by the lessor or the lessor's approved suppliers.
- The Islands Trust receives grant funding on behalf of a third party who initiated the project or funding request, and is named in the funding proposal. In this circumstance, the Director of Administrative Services may, at his or her discretion, directly award a contract to the third party, a contractor, or community group, after confirming the chosen contractor or community group demonstrates the capability and qualifications to complete the work funded by the grant. If the work is being conducted on behalf of a local trust committee, the proposed work must be within the legislated role of the local trust committee (*Islands Trust Act, Section 24*).
- For projects covered under a partnership agreement, where the Islands Trust is not the only source of funds and the other funding source(s) has already selected the contractor. In this circumstance, the Director of Administrative Services may, at his or her discretion, directly award a contract to the selected contractor after confirming the contractor demonstrates the capability and qualifications to complete the work.

#### 10. ~~Vendor~~ Selection Criteria

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

A Local Trust Committee may request that the Regional Planning Manager provide the selection criteria for their review prior to posting the competition.

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

#### 11. Consultant Evaluations

A firm's performance is assessed for services based on the quality of the project in terms of how successfully it fulfils the stated objectives for the project. In the case of studies and briefs, where there is no built work involved, the product refers to the actual work produced by a consultant. Quality of 'services' assesses the firm's ability to manage and deliver professional services in a comprehensive, effective, reliable and timely manner throughout each stage of the project.

#### ~~11.12.~~ Contract Renewals

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

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

### 13. Fiscal Year

Contracts should not extend beyond the end of the current fiscal year-end to provide for budget approvals. Should the situation arise where this is required, approval by the Chief Administrative Officer is required.

### 12-14. Environmental Considerations

When making purchases every effort will be made to select suppliers whose environmental practices are consistent with those of the Islands Trust.

Environmental considerations include such things as the suppliers' efforts towards recycling; use of environmentally friendly products; and manufacturing goods from recycled or recyclable materials.

In addition, purchases of equipment and supplies should have Canadian content wherever possible, practical and economical.

### 15. Social Policy Considerations

When making purchases every effort will be made to select suppliers whose products or services align with the attributes of social procurement policy.

Social procurement considerations include contributions towards a stronger local economy; enhancing the number of local jobs; and enhancing community arts and culture infrastructure.

### 13-16. Local Purchasing Considerations

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

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

- Contractors and service providers with a presence in the Islands Trust Area, and/or whose employees reside in the Islands Trust Area, ~~will be encouraged to participate in Islands Trust procurement activities through local advertising and communication.~~

#### **14.17. Staff Travel and Training**

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

Training requests are approved via an authorized “Training/Conference Request Form” (see Policy 8.2.1, Staff Training and Conference Attendance). All staff travel and training requests must be approved by the appropriate Manager.

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

#### **C. Legislated References**

*Islands Trust Act*

BC Government Purchasing Handbook

[Ministry of Finance Core Policy 6.0 Purchasing](#)

Islands Trust Policy 8.2.1, Staff Training and Conference Attendance

Islands Trust Policy 6.12.1, Trustee Training/Conference Attendance

Islands Trust Policy 7.2.3, Trustee Travel Policy and Procedures

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

Appendix A – Method of Procurement and Approval Authority

## APPENDIX A – METHOD OF **PURCHASING** PROCUREMENT AND APPROVAL AUTHORITY

| COMMITMENT MATRIX<br>October 10, 2017                                                                                     |                                         |                                    |                        |                                                                                                                             |                                                    |                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                           | Commitment/<br>Spending \$<br>Level     | Commitment Type                    | Number of Quotes       | Method of<br>Purchase                                                                                                       | Document Submitted to<br>Finance                   | Special Conditions                                                                                                           |
| 1                                                                                                                         | <\$ 100                                 | Petty Cash                         | One                    | Verbal, in person                                                                                                           | Petty Cash Reconciliation                          | Receipt Required with payment claim - record purpose of purchase on receipt                                                  |
| 2                                                                                                                         | <\$ 500                                 | Petty Cash, Corporate Credit Card  | One                    | Verbal, in person                                                                                                           | Petty Cash or Corporate Credit Card Reconciliation | Receipt Required with payment claim - record purpose of purchase on reconciliation                                           |
| 3                                                                                                                         | <\$5,000 per item or aggregate          | Service Contract or Purchase Order | One                    | Verbal or written quote from one or more known vendors                                                                      | Invoice                                            | Approval of Invoice with indication of Project Code if any including indication that services/goods were received as ordered |
| 4                                                                                                                         | \$5001to \$25,000 per item or aggregate |                                    | Request at least Three | Verbal or written quote from at least Three known vendors. If no "known" vendors then formal competitive process ITQ or RFP | Invoice                                            |                                                                                                                              |
| 5                                                                                                                         | >\$25,001per item or aggregate          |                                    | Public Process         | Appropriate Competitive process - RFP/ITQ                                                                                   | Invoice                                            |                                                                                                                              |
| All Direct Award Service Contracts or Purchase Orders over \$ 10,000 must be approved by the Chief Administrative Officer |                                         |                                    |                        |                                                                                                                             |                                                    |                                                                                                                              |

| SIGNING AUTHORITY MATRIX<br>October 10, 2017                                              |                                                                                                                 |                       |                                                                                    |                                                      |                                                                        |                                                                |                                                 |                                                                                                                       |                                                                            |  |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--|
| Position<br>Type of Decision                                                              | Commitment Type                                                                                                 | Executive Committee   | Chief Administrative<br>Officer                                                    | Treasurer (Director<br>of Administrative<br>Service) | Director (Local<br>Planning<br>Services and<br>Trust Area<br>Services) | Corporate<br>Secretary (Manager<br>of Legislative<br>Services) | Regional<br>Planning<br>Manager                 | Manager -<br>(Manager of<br>Islands Trust<br>Fund, Manager<br>of Information<br>Systems,<br>Executive<br>Coordinator) | Supervisor<br>(Finance Officer<br>and Employee<br>Services<br>Coordinator) |  |
| 1 Authorization of Purchase of Services or Goods                                          | Petty Cash, Corporate Credit Card Charge, Purchase Order or Service Contract to be done when required by policy | N/A                   | Greater than \$100,000 or direct award greater than \$10,000                       | Up to \$100,000                                      | Up to \$25,000                                                         | Up to \$10,000                                                 | Up to \$10,000                                  | Up to \$5,000                                                                                                         | Up to \$500                                                                |  |
| 2 Authorization of new Positions                                                          | Email approval prior to initiation of hiring process                                                            | N/A                   | Yes                                                                                | Yes                                                  | N/A                                                                    | N/A                                                            | N/A                                             | N/A                                                                                                                   | N/A                                                                        |  |
| 3 Authorization to fill vacant positions or changes to existing Positions                 | Offer Letter                                                                                                    | N/A                   | Yes                                                                                | Yes                                                  | N/A                                                                    | N/A                                                            | N/A                                             | N/A                                                                                                                   | N/A                                                                        |  |
| 4 Authorization of Training Request prior to registration or travel bookings              | Training Request Form                                                                                           | N/A                   | Greater than \$50,000 or for any amount for training outside of the Province of BC | Up to \$50,000 - Training within Province of BC      | Up to \$10,000 - Training in the Province of BC                        | Up to \$10,000 - Training in the Province of BC                | Up to \$10,000 - Training in the Province of BC | Up to \$10,000 - Training within the Province of BC                                                                   |                                                                            |  |
| 5 Authorization of Travel and Expense reimbursements                                      | Expense Form                                                                                                    | N/A                   | Greater than \$50,000 or for any amount for travel outside of the Province of BC   | Up to \$50,000 - Travel within Province of BC        | Up to \$10,000 - Travel within Province of BC                          | Up to \$10,000 - Travel within Province of BC                  | Up to \$10,000 - Travel within Province of BC   | Up to \$10,000 - Travel within Province of BC                                                                         | N/A                                                                        |  |
| 6 Authority to sign Grant Agreements or Memorandum of Understanding with external parties | Contract                                                                                                        | N/A                   | Greater than \$100,000                                                             | Up to \$100,000                                      | Up to \$25,000                                                         | N/A                                                            | N/A                                             | N/A                                                                                                                   | N/A                                                                        |  |
| 7 Authority to sign Contracts with external parties with no monetary implications         | Contract                                                                                                        | N/A                   | Within area of accountability                                                      | Within area of accountability                        | Within area of accountability                                          | Within area of accountability                                  | Within area of accountability                   | Within area of accountability                                                                                         | N/A                                                                        |  |
| 8 Authority to sign Project Charter                                                       | Contract                                                                                                        | N/A                   | Greater than \$100,000                                                             | Up to \$10,000                                       | Up to \$10,000                                                         | Up to \$5,000                                                  | Up to \$5,000                                   | N/A                                                                                                                   | N/A                                                                        |  |
| 9 Authority to sign Legal Services requests                                               | Legal Services Request                                                                                          | N/A                   | Greater than \$100,000                                                             | Up to \$100,000                                      | Up to \$25,000                                                         | Up to \$10,000                                                 | Up to \$10,000                                  | Up to \$5,000                                                                                                         | N/A                                                                        |  |
| 10 Authority to sign Lease/Rental Agreements                                              | Agreement                                                                                                       | N/A                   | Greater than \$100,000                                                             | Up to \$100,000                                      | N/A                                                                    | N/A                                                            | N/A                                             | N/A                                                                                                                   | N/A                                                                        |  |
| 11 Authority to release LTC project funds from the LTC Project Reserve Fund               | Agreement                                                                                                       | Greater than \$20,000 | Up to \$20,000                                                                     | Up to \$20,000                                       | N/A                                                                    | N/A                                                            | N/A                                             | N/A                                                                                                                   | N/A                                                                        |  |

# BRIEFING

---

|                 |                                                         |                            |                   |
|-----------------|---------------------------------------------------------|----------------------------|-------------------|
| <b>To:</b>      | Financial Planning Committee                            | <b>For the Meeting of:</b> | November 15, 2017 |
| <b>From:</b>    | <b>C. Shelest, Director<br/>Administrative Services</b> | <b>Date Prepared:</b>      | November 8, 2017  |
| <b>SUBJECT:</b> | <b>2016-17 Allocated Financial Statements</b>           |                            |                   |

---

## PURPOSE:

To provide Financial Planning Committee with an allocation of actual results for 2016-17 to each of the local trust committees.

## BACKGROUND:

In 2006/07, LTC's had concerns about their ability to conduct business and to undertake community planning projects due to the amount of planning staff available. In response to these concerns Trust Council requested the Finance Department to develop a process to allocate revenues and expenditures to Local Trust Committees based on actual results for the fiscal period.

The process of allocating revenues and expenses to Local Trust Committees was revised in 2015-16. The process is completed through three major steps:

1. Revenues and expenses directly attributed to Local Trust Committees

The Islands Trust financial system tracks financial transactions by location code (among other segments) which enables certain revenues and expenses to be reported by specific Local Trust Committee (and other work units). The first step in the process is to report this information.

2. Planning Administration expenses allocated to Local Trust Committees

Planning staff and bylaw enforcement officers record their work activities in the Time Collection System. The data is used to develop allocation percentages for each of the three Planning Offices: Victoria, Salt Spring, and Gabriola. These ratios are then used to allocate certain administrative expenses directly related to Local Planning Services, as follows:

- Planning Costs – Northern Office – allocated based on the percentage of planning time in the Northern office reported to specific Local Trust Committees.
- Planning Costs – Southern Office - allocated based on the percentage of planning time in the Southern office reported to specific Local Trust Committees.
- Planning Costs – SSI – allocated 100% to Salt Spring Island LTC.
- Director LPS Costs – allocated based on the percentage of planning time in all offices reported to specific Local Trust Committees
- LTC Executive Committee expenses - allocated based on the percentage of planning time in all offices reported to specific Local Trust Committees

- Bylaw costs – allocated based on the percentage of bylaw enforcement officer time reported to specific Local Trust Committees

3. General Administration expenses allocated to Local Trust Committees

Trust Council, Trust Fund and General Administrative expenses are allocated to specific Local Trust Committees based on their % of assessed values in relation to all Local Trust Committees.

**Conclusions:**

- The new Time Collection System implemented in April 2016 has provided a more accurate representation of planner and bylaw enforcement officer hours related to specific Local Trust Committees;
- The process to produce the Allocated Financial Statements remains an imperfect reflection of LTC resource use, due to the many services that are shared throughout the Islands Trust organization.

**ATTACHMENT:**

**2016-17 Allocated Financial Statements**

**FOLLOW-UP:**

**Forward to Trust Council**

---

**Prepared By: C. Shelest, Director Administrative Services**

**Reviewed By/Date: R. Hotsenpiller, Chief Administrative Officer/November 8, 2017**

|                                                       |                 |                 |                  |                |                |                 |                |                  |                    |                |                  |                 |                |                  |  |
|-------------------------------------------------------|-----------------|-----------------|------------------|----------------|----------------|-----------------|----------------|------------------|--------------------|----------------|------------------|-----------------|----------------|------------------|--|
|                                                       |                 | 3.9%            | 13.3%            | 6.7%           | 6.9%           | 5.2%            | 1.6%           | 6.5%             | 10.1%              | 39.1%          | 2.6%             | 1.7%            | 2.4%           | 0.1%             |  |
| <b>ISLANDS TRUST - Allocated Financial Statements</b> | <b>LTC</b>      | <b>LTC</b>      | <b>LTC</b>       | <b>LTC</b>     | <b>LTC</b>     | <b>LTC</b>      | <b>LTC</b>     | <b>LTC</b>       | <b>LTC</b>         | <b>LTC</b>     | <b>LTC</b>       | <b>LTC</b>      | <b>LTC</b>     | <b>LTC</b>       |  |
| <b>2016/17</b>                                        | <b>Denman</b>   | <b>Gabriola</b> | <b>Galiano</b>   | <b>Gambier</b> | <b>Hornby</b>  | <b>Lasqueti</b> | <b>Mayne</b>   | <b>N. Pender</b> | <b>Salt Spring</b> | <b>Saturna</b> | <b>S. Pender</b> | <b>Thetis</b>   | <b>Bal/Win</b> | <b>Total</b>     |  |
| <b>Direct Revenue</b>                                 |                 |                 |                  |                |                |                 |                |                  |                    |                |                  |                 |                |                  |  |
| Fees & Sales                                          | 10,189          | 9,673           | 26,596           | 1,716          | 9,432          | 1,359           | 5,957          | 29,953           | 37,883             | 1,782          | 1,224            | 1,100           | 0              | 136,864          |  |
| Property Tax Levy - General                           | 241,449         | 831,274         | 414,928          | 436,592        | 339,009        | 101,912         | 388,171        | 652,238          | 2,405,971          | 170,281        | 107,727          | 155,058         | 5,224          | 6,249,834        |  |
| Special LTC Tax Requisition                           |                 |                 |                  |                |                |                 |                |                  | 110,500            |                |                  |                 |                | 110,500          |  |
| Other Income - grant income for projects              | -               | -               | -                | -              | -              | 9,465           | -              | -                | 2,500              | -              | -                | -               | -              | 11,965           |  |
| <b>Total Direct Revenue</b>                           | <b>251,638</b>  | <b>840,947</b>  | <b>441,524</b>   | <b>438,308</b> | <b>348,441</b> | <b>112,736</b>  | <b>394,128</b> | <b>682,191</b>   | <b>2,556,854</b>   | <b>172,063</b> | <b>108,951</b>   | <b>156,158</b>  | <b>5,224</b>   | <b>6,509,163</b> |  |
| <b>Direct Expenses - Operating</b>                    |                 |                 |                  |                |                |                 |                |                  |                    |                |                  |                 |                |                  |  |
| Legal - general                                       | 7,185           | 11,823          | 9,829            | 3,356          | -829           | 0               | 2,333          | 30               | 5,075              | 99             | 340              | 2,392           |                | 41,633           |  |
| Legal - litigation                                    | -81,519         | 8,835           | 1,840            | 311            | 0              | 0               | 0              | 5,646            | 20,751             | 0              | 0                | 3,929           |                | -40,207          |  |
| LTC Trustee Expenses                                  | 809             | 981             | 1,823            | 1,435          | 922            | 694             | 90             | 263              | 1,553              | 481            | 295              | 155             |                | 9,501            |  |
| LTC Meeting Expenses                                  | 3,197           | 5,774           | 5,360            | 3,857          | 2,135          | 1,618           | 1,915          | 2,970            | 8,189              | 1,268          | 1,487            | 2,210           | 232            | 40,212           |  |
| LTC Local Exp APC Meeting Expenses                    | 851             | 1,418           | 1,166            | 326            | 158            | 160             | 216            | 552              | 2,235              | 200            | 15               | 0               |                | 7,297            |  |
| LTC Local Exp Communications                          | 169             | 990             | 798              | 203            | 856            | 297             | 1,094          |                  | 25                 |                |                  | 273             |                | 4,705            |  |
| LTC Local Exp Special Projects                        | 0               | 857             | 0                | 464            | 0              | 0               | 0              | 240              | 2,616              | 680            | 0                | 90              | 788            | 5,735            |  |
| Notices - Statutory & Non-Statutory                   | 2,936           | 2,151           | 11,441           | 0              | 583            | 48              | 7,565          | 4,525            | 1,508              | 0              | 0                | 958             |                | 31,715           |  |
| Office - Lease costs                                  | 2,572           | 0               | 8,696            | 0              | 0              | 0               | 240            | 8,103            | 0                  | 0              | 0                | 0               |                | 19,611           |  |
| Trustee Remuneration                                  | 13,683          | 29,482          | 15,480           | 13,600         | 14,038         | 10,993          | 15,812         | 20,017           | 52,985             | 11,126         | 10,000           | 11,553          |                | 218,769          |  |
| Trustee Remuneration - Benefits                       | 7,494           | 4,882           | 4,432            | 4,882          | 5,143          | 3,982           | 7,511          | 7,637            | 7,511              | 7,637          | 7,511            | 7,637           |                | 76,259           |  |
| <b>LTC Operating Subtotal</b>                         | <b>(42,623)</b> | <b>67,193</b>   | <b>60,865</b>    | <b>28,434</b>  | <b>23,006</b>  | <b>17,792</b>   | <b>36,776</b>  | <b>49,983</b>    | <b>102,448</b>     | <b>21,491</b>  | <b>19,648</b>    | <b>29,197</b>   | <b>1,020</b>   | <b>415,230</b>   |  |
| <b>Direct Expenses - Projects</b>                     |                 |                 |                  |                |                |                 |                |                  |                    |                |                  |                 |                |                  |  |
| Project - Funded by Grants                            |                 |                 |                  |                |                |                 |                |                  |                    |                |                  |                 |                | 0                |  |
| Project - Funded by Special requisition               |                 |                 |                  |                |                |                 |                |                  | 105,894            |                |                  |                 |                | 105,894          |  |
| LTC Projects                                          | 0               | 1,154           | 3,279            | 7,262          | 840            | 9,476           | 8,000          | 11,279           | 8,475              | 5,326          | 2,910            | 0               |                | 58,001           |  |
| <b>LTC Projects Subtotal</b>                          | <b>-</b>        | <b>1,154</b>    | <b>3,279</b>     | <b>7,262</b>   | <b>840</b>     | <b>9,476</b>    | <b>8,000</b>   | <b>11,279</b>    | <b>114,369</b>     | <b>5,326</b>   | <b>2,910</b>     | <b>-</b>        | <b>-</b>       | <b>163,895</b>   |  |
| <b>Total Direct Expenses (Operating + Projects)</b>   | <b>(42,623)</b> | <b>68,347</b>   | <b>64,144</b>    | <b>35,696</b>  | <b>23,846</b>  | <b>27,268</b>   | <b>44,776</b>  | <b>61,262</b>    | <b>216,817</b>     | <b>26,817</b>  | <b>22,558</b>    | <b>29,197</b>   | <b>1,020</b>   | <b>579,125</b>   |  |
| <b>Direct Revenues less Direct Expenses</b>           | <b>294,261</b>  | <b>772,600</b>  | <b>377,380</b>   | <b>402,612</b> | <b>324,595</b> | <b>85,468</b>   | <b>349,352</b> | <b>620,929</b>   | <b>2,340,037</b>   | <b>145,246</b> | <b>86,393</b>    | <b>126,961</b>  | <b>4,204</b>   | <b>5,930,038</b> |  |
| <b>Indirect Planning Expenses</b>                     |                 |                 |                  |                |                |                 |                |                  |                    |                |                  |                 |                |                  |  |
| Allocate Planning Costs - Northern                    | 104,392         | 316,331         | -                | 149,847        | 93,518         | 69,377          | -              | -                | -                  | -              | -                | 108,307         |                | 841,772          |  |
| Allocate Planning Costs- Southern                     | -               | -               | 270,405          | -              | -              | -               | 138,322        | 250,172          | -                  | 59,092         | 44,059           | -               |                | 762,050          |  |
| Allocate Planning Costs - SSI                         | -               | -               | -                | -              | -              | -               | -              | -                | 665,282            | -              | -                | -               |                | 665,282          |  |
| Allocate Director LPS                                 | 13,343          | 40,431          | 39,750           | 19,152         | 11,953         | 8,867           | 20,334         | 36,776           | 135,706            | 8,687          | 6,477            | 13,843          |                | 355,318          |  |
| Allocate LTC Executive expenditures                   | 3,444           | 10,437          | 10,261           | 4,944          | 3,085          | 2,289           | 5,249          | 9,493            | 35,030             | 2,242          | 1,672            | 3,573           |                | 91,720           |  |
| Allocate Bylaw                                        | 16,981          | 57,961          | 31,320           | 9,132          | 8,830          | 2,113           | 14,717         | 28,075           | 131,468            | 453            | 302              | 12,830          |                | 314,181          |  |
| <b>Total Indirect Planning Expenses</b>               | <b>138,160</b>  | <b>425,159</b>  | <b>351,736</b>   | <b>183,075</b> | <b>117,386</b> | <b>82,647</b>   | <b>178,622</b> | <b>324,515</b>   | <b>967,487</b>     | <b>70,474</b>  | <b>52,509</b>    | <b>138,553</b>  | <b>-</b>       | <b>3,030,323</b> |  |
| <b>Net surplus (shortfall) before Administrative</b>  | <b>156,101</b>  | <b>347,441</b>  | <b>25,644</b>    | <b>219,537</b> | <b>207,209</b> | <b>2,821</b>    | <b>170,730</b> | <b>296,414</b>   | <b>1,372,550</b>   | <b>74,772</b>  | <b>33,884</b>    | <b>(11,592)</b> | <b>4,204</b>   | <b>2,899,715</b> |  |
| <b>Administrative Expenses</b>                        |                 |                 |                  |                |                |                 |                |                  |                    |                |                  |                 |                |                  |  |
| Allocate Trust Council                                | 30,135          | 103,843         | 52,110           | 53,865         | 40,507         | 12,498          | 50,963         | 78,646           | 304,490            | 20,395         | 12,919           | 18,436          | 682            | 779,490          |  |
| Allocate Trust Fund                                   | 18,376          | 63,321          | 31,775           | 32,846         | 24,700         | 7,621           | 31,076         | 47,956           | 185,671            | 12,436         | 7,878            | 11,242          | 416            | 475,314          |  |
| Allocate Administration                               | 48,098          | 165,744         | 83,172           | 85,974         | 64,653         | 19,948          | 81,343         | 125,526          | 485,996            | 32,552         | 20,621           | 29,425          | 1,089          | 1,244,143        |  |
| <b>Total Administrative Allocation</b>                | <b>96,609</b>   | <b>332,909</b>  | <b>167,057</b>   | <b>172,685</b> | <b>129,860</b> | <b>40,068</b>   | <b>163,382</b> | <b>252,128</b>   | <b>976,157</b>     | <b>65,384</b>  | <b>41,418</b>    | <b>59,103</b>   | <b>2,188</b>   | <b>2,498,947</b> |  |
| <b>Net Surplus (Shortfall)</b>                        | <b>59,492</b>   | <b>14,532</b>   | <b>(141,413)</b> | <b>46,853</b>  | <b>77,348</b>  | <b>(37,247)</b> | <b>7,348</b>   | <b>44,286</b>    | <b>396,393</b>     | <b>9,388</b>   | <b>(7,534)</b>   | <b>(70,695)</b> | <b>2,016</b>   | <b>400,768</b>   |  |



## REQUEST FOR DECISION

**To:** Trust Council **For the Meeting of:** November 15, 2017  
**From:** Financial Planning Committee **Date Prepared:** November 2, 2017  
**SUBJECT: SEPTEMBER 30, 2017 QUARTERLY FINANCIAL REPORT**

---

### RECOMMENDATION:

**That the Islands Trust Council approve the September 30, 2017 Quarterly Financial Report as presented.**

### CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The financial report reflects that Islands Trust is generally following the financial plan for 2017/18.

---

#### 1 PURPOSE:

Islands Trust Policy 2.3 iii Financial Planning Committee Terms of Reference requires the Financial Planning Committee to report to Trust Council regarding the organization's financial management practices.

#### 2 BACKGROUND:

**REPORT/DOCUMENT:** The Islands Trust Statement of Net Financial Position (Balance Sheet) and Consolidated Statement of Revenue and Expenditures to September 30, 2017 are attached.

#### **Statement of Net Financial Position (September 30, 2017 compared to March 31, 2017)**

For the most part (unless otherwise identified) differences are due to timing of expenditures, receipt of revenues and reversal of accruals following fiscal year end. Results for September 30, 2016 are also provided for year over year comparison.

#### **Consolidated Statement of Revenue and Expenditure**

The benchmark for revenues and expenditures after six months (second quarter completion) of operations is 50% of the annual budget. The revenue and expense areas that vary significantly from the 50% benchmark include:

#### **Revenue:**

- Fees and Sales total includes \$82,902.80 of receipts (75% of the Fees and Sales annual budget) offset by \$3,468.80 in refunds and interest accrued on development application deposits.
- The general property tax requisition, special property tax requisition, and the Bowen Island property tax requisition were all received during the second quarter.



- Investment income is higher than budget due to investment of the general property tax requisition received at the end of July.
- Other revenues are lower than budget as we have fewer active approved grants than prior year and we budgeted for the receipt of \$100,000 in transitional strategy funds from the Provincial Government in the event that Salt Spring Island Incorporation moved forward.

#### **Expenses:**

##### Council

- Trust Council expenditures are lower than anticipated due to underspending of Trust Council meeting and Council Committees budget that is expected to occur later in the fiscal year.
- Executive Committee expenditures are higher than budget due to higher than anticipated expenditures for conference attendance.
- Trust Area Services expenditures are lower than budget due to underspending on the Policy Statement Review and TPC Water and Marine Conservation projects by \$67,000

##### Local Planning Services

- Local Trust Committees expenditures are lower than anticipated due to underspending of Local Trust Committee expenditures for trustee expenses, meetings, communications and special projects.
- Spending on projects is lower than budget.
- LPS Facilities are lower than budget due to a decrease in costs for the Gabriola Office phone system since the implementation of the new VOIP phone system.
- Bylaw Enforcement expenditures are lower than anticipated due to a bylaw enforcement officer position vacancy

##### Trust Fund

- Property Management expenses are higher than budget due to property management expenditures where the majority of activities take place early in the fiscal year while weather is conducive to those activities.

##### Administration

- CAO Office expenditures are lower than budget due to unused contingency funds that will be used later in the fiscal year.
- Finance, Human Resources and Administrative Services are lower than budget due to a position vacancy and unused training budget.
- Office Operations are lower than budget due to expenditures relating to the \$30,000 Office renovations budget that have not yet occurred.
- Computer/Furniture & Equipment Purchases are higher than budget due to timing of purchases of equipment which occurred early in the fiscal year.

#### **FINANCIAL PROJECTIONS TO MARCH 31, 2017 FISCAL YEAR END**

A detailed forecast for 2017/18 has been completed based on the second quarter results and has been forwarded to the Financial Planning Committee.

### 3 IMPLICATIONS OF RECOMMENDATION

**ORGANIZATIONAL:** There are no organizational implications to the recommendation.

**FINANCIAL:** Expenditures to September 30, 2017 are within approved budgets

**POLICY:** There are no implications for existing policy.

**IMPLEMENTATION/COMMUNICATIONS:** Managers and Directors will receive ongoing reports throughout the year.

**FIRST NATIONS:** None

**OTHER:** None

4 **RELEVANT POLICIES:** Bylaw No, 167, Islands Trust Financial Plan Bylaw 2017/18

### 5 ATTACHMENTS:

Islands Trust Statement of Net Financial Position (Balance Sheet) and

Islands Trust Consolidated Statement of Revenue and Expenditures to September 30, 2017

---

### RESPONSE OPTIONS

#### **Recommendation:**

That Trust Council approve the September 30, 2017 Quarterly Financial Report.

#### **Alternative:**

None identified.

---

**Prepared By:** Nancy Roggers, Finance Officer

**Reviewed By/Date:** Cindy Shelest, Director of Admin Services/November 3, 2017  
Russ Hotsenpiller, Chief Administrative Officer/November 6, 2017  
Financial Planning Committee/November 15, 2017  
Executive Committee/November 22, 2017

**Islands Trust**  
**Balance Sheet**  
For The 6 Months Ending September 30, 2017

| Description                            | Current YTD<br>Actual | Prior YTD<br>Actual |
|----------------------------------------|-----------------------|---------------------|
| <b>Financial Assets</b>                |                       |                     |
| Cash & Short-term Investments          | 7,842,710             | 6,936,305           |
| Accounts Receivable                    | 44,603                | 147,662             |
| Total Financial Assets                 | 7,887,313             | 7,083,968           |
| <b>Liabilities</b>                     |                       |                     |
| Wages & benefits payable               | 1,147,624             | 633,213             |
| Accounts payable & accrued liabilities | 187,287               | 318,495             |
| Development Application Deposits       | 214,508               | 44,207              |
| Deferred Revenue                       | 54,983                | 32,483              |
| Employee Benefit Obligations           | 138,864               | 105,443             |
| Capital Lease Obligations              | 37,923                | 73,640              |
| Cost Recovery Deposits                 | 8,471                 | 12,684              |
| Total Liabilities                      | 1,789,659             | 1,220,164           |
| <b>Net Financial Assets</b>            | <b>6,097,654</b>      | <b>5,863,804</b>    |
| <b>Non Financial Assets</b>            |                       |                     |
| Tangible Capital Assets                | 90,521                | 106,079             |
| Prepaid Expenses                       | 32,352                | 67,103              |
| Total Non Financial Assets             | 122,873               | 173,181             |
| <b>Surplus</b>                         | <b>6,220,527</b>      | <b>6,036,985</b>    |

| Islands Trust                              |  |                                               |                     |                  |                  |                |
|--------------------------------------------|--|-----------------------------------------------|---------------------|------------------|------------------|----------------|
| Statement of Revenue and Expenditure       |  |                                               |                     |                  |                  |                |
| For The 6 Months Ending September 30, 2017 |  |                                               |                     |                  |                  |                |
|                                            |  |                                               |                     |                  |                  |                |
|                                            |  |                                               | Prior YTD<br>Actual | YTD<br>Actual    | Annual<br>Budget | % of<br>Budget |
| Revenue:                                   |  |                                               |                     |                  |                  |                |
|                                            |  | Fees & Sales                                  | 79,434              | 64,878           | 110,000          | 59%            |
|                                            |  | Provincial Grant                              | 177,880             | 180,000          | 180,000          | 100%           |
|                                            |  | Property Tax Levy General                     | 6,249,834           | 6,312,332        | 6,312,330        | 100%           |
|                                            |  | Special Property Tax Requisition              | 110,500             | 98,500           | 98,500           | 100%           |
|                                            |  | Property Tax Levy Bowen                       | 223,418             | 242,680          | 242,680          | 100%           |
|                                            |  | Investment Income                             | 28,403              | 29,000           | 50,000           | 58%            |
|                                            |  | Other Revenues                                | 17,298              | 1,076            | 150,000          | 1%             |
|                                            |  | <b>Total Revenue</b>                          | <b>6,886,767</b>    | <b>6,928,467</b> | <b>7,143,510</b> | <b>97%</b>     |
| Expenses                                   |  |                                               |                     |                  |                  |                |
|                                            |  | Trust Council                                 | 141,813             | 133,128          | 319,942          | 42%            |
|                                            |  | Executive Committee                           | 57,146              | 56,223           | 103,560          | 54%            |
|                                            |  | Trust Area Services                           | 212,992             | 191,275          | 462,518          | 41%            |
|                                            |  | General Admin Allocation - 17%                | 145,785             | 166,672          | 294,450          | 57%            |
|                                            |  | <b>Total Council Expenses</b>                 | <b>557,735</b>      | <b>547,298</b>   | <b>1,180,470</b> | <b>46%</b>     |
| Local Planning Services                    |  |                                               |                     |                  |                  |                |
|                                            |  | Local Trust Committees                        | 343,142             | 321,908          | 729,782          | 44%            |
|                                            |  | Projects                                      | 87,900              | 75,970           | 470,500          | 16%            |
|                                            |  | Planning Staff                                | 1,141,353           | 1,270,553        | 2,525,215        | 50%            |
|                                            |  | LPS Facilities                                | 160,884             | 163,526          | 357,750          | 46%            |
|                                            |  | Bylaw Enforcement                             | 147,464             | 142,647          | 307,826          | 46%            |
|                                            |  | General Admin Allocation - 74%                | 634,592             | 725,510          | 1,459,279        | 50%            |
|                                            |  | <b>Total Local Planning Services Expenses</b> | <b>2,515,333</b>    | <b>2,700,115</b> | <b>5,850,352</b> | <b>46%</b>     |

|                                                  | Description                   | Prior YTD Actual | YTD Actual | Annual Budget | % of Budget |
|--------------------------------------------------|-------------------------------|------------------|------------|---------------|-------------|
| <b>Trust Fund</b>                                |                               |                  |            |               |             |
|                                                  | Board                         | 8,413            | 11,858     | 20,000        | 59%         |
|                                                  | Operations                    | 180,588          | 219,858    | 450,683       | 49%         |
|                                                  | Property Management           | 30,252           | 61,059     | 83,000        | 74%         |
|                                                  | General Admin Allocation - 9% | 77,180           | 88,238     | 184,005       | 48%         |
| <b>Total Trust Fund Expenses</b>                 |                               | 296,433          | 381,013    | 737,688       | 52%         |
| <b>General Admin</b>                             |                               |                  |            |               |             |
|                                                  | Executive Office              | 178,874          | 180,824    | 369,979       | 49%         |
|                                                  | Admin Services                | 360,009          | 270,543    | 578,139       | 47%         |
|                                                  | Office Operations             | 144,555          | 142,206    | 318,250       | 45%         |
|                                                  | Information Systems           | 93,681           | 244,240    | 474,866       | 51%         |
|                                                  | Computer/Furniture & Equipmen | 49,118           | 110,017    | 171,500       | 64%         |
|                                                  | Amortization Expense          | 31,319           | 32,590     | 65,000        | 50%         |
|                                                  | General Admin Recovery        | (857,556)        | (980,420)  | (1,937,734)   | 51%         |
| <b>Total General Admin Expenses</b>              |                               | -                | -          | 40,000        | 0%          |
| <b>Less Non-Cash Expenditures - Amortization</b> |                               |                  |            | (65,000)      |             |
| <b>Transfer from General Surplus Fund</b>        |                               |                  |            | (600,000)     |             |
| <b>Total Expenses</b>                            |                               | 3,369,501        | 3,628,426  | 7,143,510     |             |
| <b>Surplus (Deficit) to date</b>                 |                               | 3,517,266        | 3,300,040  | 0             |             |
| <b>Surplus Fund, beginning of the period</b>     |                               | 2,519,719        | 2,920,487  |               |             |
| <b>Surplus Fund, end of the period</b>           |                               | 6,036,985        | 6,220,527  |               |             |

## REQUEST FOR DECISION

**To:** Trust Council

**For the Meeting of:** December 5-7, 2017

**From:** Financial Planning Committee

**Date:** November 15, 2017

**SUBJECT: TRUST COUNCIL POLICY 7.2.VI MUNICIPAL TAX REQUISITION CALCULATION**

**RECOMMENDATION:** That the Islands Trust Council amend *Policy 7.2.vi Municipal Tax Requisition Calculation*, to incorporate Mapping Services expenses into Information Services expenses in Administration. Sections 2.3.a.i. and 2.3.b.i will be removed and the revised Section 2.3 will include all Administration expenses including Finance, HR and Information Services.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:**

The proposed amendments reflect organizational changes implemented last year and are aligned with the process identified in the policy for other administrative units.

**IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:**

Adoption of a revised policy would update the methodology and approach used by the Treasurer when calculating the tax contribution from taxpayers within an Island Municipality to the operations of the Islands Trust to more accurately reflect the administrative operations of the Islands Trust.

**FINANCIAL:**

Based on the current draft of the 2018/19 calculation of the Bowen Island Municipal Tax Requisition, this policy change would increase the Bowen Island Municipality contribution by approximately \$1,500.

**POLICY:**

This recommendation would amend **Policy 7.2.vi Municipal Tax Requisition Calculation**.

**IMPLEMENTATION/COMMUNICATIONS:**

- Following the Financial Planning Committee meeting of November 15, 2017, Bowen Island Municipality will be provided Notice of Intention to amend the Policy, as per the protocol agreement between the Islands Trust Council and Bowen Island Municipality.
- The revised policy would be circulated to holders of the Islands Trust Policy manual and placed on the Islands Trust website.
- The Treasurer would follow the procedural steps annually, as indicated.

- The amended policy would be appended to the Protocol Agreement between the Islands Trust Council and Bowen Island Municipal Council.

**OTHER:** None.

---

## **BACKGROUND**

During the 2016/17 fiscal year, Mapping Services were incorporated into the Information Services work unit. However, the provision of the Municipal Tax Requisition Calculation Policy to separately calculate the Mapping Services expenses to be included in the municipal pool required separate location codes to be maintained in the Islands Trust general ledger accounts.

While meeting with Bowen Island Municipality's Finance Officer and Trustees Morse and Fast on December 20, 2016, the Islands Trust Director of Administrative Service tabled a request to remove Section 2.3.a.i. which specifically speaks to a separate calculation for Mapping Services and to include mapping expenses in the Administrative Services expenses - Information Services work unit for purposes of the municipal pool calculation. The requested change would allow Islands Trust to simplify its accounting records as well as simplify the municipal tax requisition calculation. It was noted that the 20% allocation of Mapping Services currently used in the calculation is subject to change based on estimates of work provided by Mapping Services and that inclusion in the Administrative Services would provide a more consistent application of Mapping Services expenses over time.

Support from Bowen Island Municipality staff and Trustees was received for this change and staff drafted the necessary amendments to the policy to effect the change.

At the January 17, 2017 Financial Planning Committee meeting the recommended change was tabled and staff were requested to return the item during the 2018/19 budget cycle. FPC reviewed the tabled item at its November 15, 2017 meeting and resolved to forward the item to December 2017 Trust Council.

## **REPORT/DOCUMENT:**

Policy 7.2 vi *Municipal Tax Requisition Calculation*

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

Calculation and communications regarding calculating a Municipality's tax contribution to the operations of the Islands Trust.

## **RELEVANT POLICY:**

The requirements of the protocol agreement between the Island Trust Council and Bowen Island Municipal Council have been followed in regards to the proposed amendments to this policy.

## **DESIRED OUTCOME:**

A more accurate reflection of Islands Trust's operations when calculating an Island Municipality's tax requisition.

## **RESPONSE OPTIONS**

### **Recommended:**

That the Islands Trust Council amend *Policy 7.2.vi Municipal Tax Requisition* Calculation, to incorporate Mapping Services expenses into Information Services expenses in Administration. Sections 2.3.a.i. and 2.3.b.i will be removed and the revised Section 2.3 will include all Administration expenses including Finance, HR and Information Services.

### **Alternative:**

Recommend different revisions to Policy 7.2.vi Municipal Tax Requisition Calculation.  
Recommend Policy 7.2.vi Municipal Requisition Cost Allocations not be amended at this time.

---

**Prepared By:** C. Shelest, Director of Administrative Services

**Reviewed By/Date:** Russ Hotsenpiller, Chief Administrative Officer/November 8, 2017  
Financial Planning Committee/November 15, 2017  
Executive Committee/November 22, 2017



**7.2.vi. Policy****MUNICIPAL TAX REQUISITION CALCULATION****Trust Council: March 10, 2004****Amended: December 6, 2012; December 4, 2013; December 5, 2017****A. PURPOSE:**

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

**B. REFERENCES:**

1. *Islands Trust Act*, S. 47
2. *Islands Trust Act*, S. 14
3. *Islands Trust Council Policy 5.5.5 – Trustee Remuneration*
4. *Islands Trust Council – Bowen Island Municipality Protocol Agreement*

**C. BACKGROUND:****1. Legislative Framework**

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

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

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

(3) *The budget must*

- (a) *show separately revenues obtained from appropriations, including operating grants and anticipated recoveries from taxes levied under sections 48 and 49, and other sources,*
- (b) *show appropriated surpluses of prior years, and*
- (c) *set out separately the anticipated expenditure relating to*
  - (i) *operations of the trust council and of the executive committee, except the operations of the executive committee acting as a local trust committee under section 23 (5),*
  - (ii) *general operations of the local trust committees, including the operations of the executive committee acting as a local trust committee under section 23 (5) and excluding the operations referred to in subparagraph (iii),*
  - (iii) *operations of a local trust committee that are additional operations not included within the general operations of all the local trust committees under subparagraph (ii), and*
  - (iv) *administrative operations of the trust fund board.*

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

*47(2) On or before April 25 in each year, the minister may deliver requisitions (b) to each municipality in the trust area in relation to*

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

*(ii) the cost of administrative operations of the trust fund board.*

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

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

## **2. Islands Trust Financial System**

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

## **D. PROCEDURE:**

### **1. Calculation of a Municipal Tax Requisition**

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

*Islands Trust Act* and will be based on the proportion of the Converted Assessed Values of the municipality compared to the total Converted Assessed Values for the entire Islands Trust Area.

## 2. **Calculation of the Municipal Pool**

2.1 Budgeted expenses in the approved Islands Trust budget for a fiscal year that will be wholly included (except as noted in D.2.2.2) in the Municipal Pool include:

- a. All Trust Council Expenses (location codes: 100 – Trust Council, 110 – Executive Committee, 150 – Trust Area Services)
- b. All Islands Trust Fund expenses (location codes: 210 – Islands Trust Fund, 220 – ITF cost recovery for NAPTEP activities)

2.2 Specific expenses embedded in the location codes noted in D.2.2.1 that will be excluded from the Municipal Pool include:

- a. Costs for Elections. Rationale – Islands Trust election costs are for local trust committee (LTC) members only and island municipalities bear the costs of their own elections.
- b. Costs for Elected Officials Liability insurance coverage. Rationale – elected officials liability coverage primarily protects trustees for actions that occur while acting on an LTC and the Islands Trust Indemnification Bylaw does not indemnify Municipal Trustees for claims made against them in the course of their municipal duties.
- c. Costs for the operation of the Local Planning Committee. Rationale – the Local Planning Committee advises Trust Council regarding land use planning matters, primarily related to the operations of local trust committees.
- d. Costs for the employer Canada Pension Plan (CPP) contribution. Rationale – the trustee remuneration amount paid to island municipality trustees is below the income threshold before CPP deductions are authorized on trustee income. The portion of each trustee's remuneration allocated to the Trust Council budget is the same as the amount paid to island municipality trustees. Therefore, the portion of each trustee's remuneration would not attract any CPP deductions, nor the equivalent employer contribution. Note: health and dental benefits are budgeted in the LTC location codes because Municipal Trustees are not eligible for health and dental benefit coverage according to *Islands Trust Council Policy 5.5.5 - Trustee Remuneration*.

2.3 Budgeted Administration expenses from location codes 810, 820, 825, 830 and 999 expenses in the approved Islands Trust budget for a fiscal year ~~that will be partially included in the Municipal Pool include:~~ are allocated to the Municipal Pool at the Administrative Allocation Rate defined annually in the approved budget as "Total budgeted costs for Trust Council (excluding election costs) plus Islands Trust Fund divided by the Total Operational Units expenditure budget". An example illustrating calculation of the Administrative Allocation Rate is included in Appendix C.

2.4 As some budget items in location codes 810, 820, 825, 830, or 999 may serve only parts of the organization instead of the whole organization. These budget items will

be examined annually to determine the percentage to be allocated to the Municipal Pool. For example, if a particular budget item in Administration only applied to local planning services, then 0% would be allocated to the Municipal Pool.

- 2.5 Amortization Expense will be included in the Municipal Pool at one-third of the Administrative Allocation Rate (ie.  $27.3\%/3 = 9.1\%$ ). Rationale -- About one-third of current assets being amortized are acquired under capital leases and, other than a small charge to interest from the capital lease payments, the amortization budget is the only budget line recording the expense of these assets. Other assets are budgeted as operating expenses, and they are only capitalized if they meet the tangible capital asset cost threshold of \$5,000. Using the example Administrative Allocation Rate, 9.1% of the Amortization budget will be added to the Municipal Pool.
- 2.6 Contribution to Surplus - When a Contribution to Surplus is budgeted, the treatment regarding the Municipal Pool may vary depending on the purpose of the Contribution to Surplus:
  - a. A general Contribution to Surplus that supports the overall operation of the Islands Trust will be added to the Municipal Pool as an expense at the Administrative Allocation Rate.
  - b. If a Contribution to Surplus is specifically targeted to an activity that benefits only a portion of the Islands Trust, then the proportion treated as an expense in the Municipal Pool will be determined at the time by mutual agreement between the Treasurers of the Islands Trust and each island municipality.
- 2.7 Islands Trust Revenues will be examined annually to determine if any should be allocated to the Municipal Pool in order to offset expenses. The calculation of revenues that will be allocated to the Municipal Pool will be based on logic similar to that used to calculate expenses. A list of the various Islands Trust revenue budget lines and how they are treated in contributing to the Municipal Pool are included in Appendix B.

### **3. Communications**

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

**4. Policy Amendment**

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

**APPENDIX A**

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

| <b>Location Description</b>                   | <b>Location Code</b> | <b>Description of how Location Code fits into Budget Section in Islands Trust Act</b>                                                                                                                                                             |
|-----------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Trust Council                                 | 100                  | "operations of Trust Council and Executive Committee"                                                                                                                                                                                             |
| Executive Committee                           | 110                  | "operations of Trust Council and Executive Committee"                                                                                                                                                                                             |
| Trust Area Services                           | 150                  | "operations of Trust Council and Executive Committee"                                                                                                                                                                                             |
| Islands Trust Fund                            | 210                  | "administrative operations of the Trust Fund Board"                                                                                                                                                                                               |
| ITF - recovery                                | 220                  | "administrative operations of the Trust Fund Board"                                                                                                                                                                                               |
| Victoria planning office                      | 510                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Ganges planning office                        | 520                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Gabriola planning office                      | 530                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| <b>Mapping Services</b>                       | <b>540</b>           | <b>Administration</b>                                                                                                                                                                                                                             |
| By law Enforcement                            | 580                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Director of LPS                               | 590                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Executive Islands                             | 610                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Denman                                        | 615                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Gabriola                                      | 620                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Galiano                                       | 625                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Gambier                                       | 630                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Hornby                                        | 635                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Lasqueti                                      | 640                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Mayne                                         | 645                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| N. Pender                                     | 650                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Salt Spring                                   | 655                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Saturna                                       | 660                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| S. Pender                                     | 665                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Thetis                                        | 670                  | "general operations of the Local Trust Committees"                                                                                                                                                                                                |
| Exec on LTCs                                  | 675                  | "operations of the executive committee acting as a local trust committees"; this location code also includes costs for the Executive Committee members serving as chairs of local trust committees (travel costs plus 50% Executive remuneration) |
| Victoria Admin office                         | 810                  | Administration                                                                                                                                                                                                                                    |
| Chief Admin Officer                           | 820                  | Administration                                                                                                                                                                                                                                    |
| <b>Information Systems</b>                    | <b>825</b>           | <b>Administration</b>                                                                                                                                                                                                                             |
| Finance/HR/ <del>Info</del><br><b>Systems</b> | 830                  | Administration                                                                                                                                                                                                                                    |
| Trust-wide general                            | 999                  | Administration                                                                                                                                                                                                                                    |

**APPENDIX B: Revenue Budget Lines Categorized for Municipal Pool Calculations**

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

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



**APPENDIX C: Example Calculation of the Administrative Allocation Rate**

\$ Millions

\$ 1.0 Trust Council budget

0.5 Islands Trust Fund budget

---

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

4.0 Local Planning Services budget

---

\$ 5.5 Total Operational Units expenditure budget

1.5 Administrative Services budget

---

\$ 7.0 Total Expenditure Budget

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



## **Trust Area Services Report September 2017 to December 2017**

Date: 14/11/2017

### **General:**

Through fall of 2017 Trust Area Services gained traction of a number of long-standing initiatives and undertook planning for 2018 projects. Justin Isaac joined the Trust Area Services team in late September as a temporary administrative assistant and Pamela Hafey left the Communications Specialist position. A hiring process for the Communications Specialist position is underway. Staff submitted a budget request for a new Program Coordinator position for Trust Area Services for 2018/19.

In October, Jennifer Eliason, Islands Trust Fund Manager, and Kate Emmings, Ecosystem Protection Specialist, were among 25 British Columbians named to the Land Trust Alliance of B.C.'s Canada 150 Land Trust Honour Roll.

During the last quarter, the TAS team was focused on the following initiatives:

### **Policy Statement Amendment project:**

Staff prepared an engagement plan with a budget and proposed timeline for Executive Committee and Trust Programs Committee review and approval. As part of the development of the project, staff worked with ministry staff to refine the list of First Nations in the Trust Area. A revised list of 30 nations and four associations is now posted to the Islands Trust website. Staff also developed and sent out a letter to First Nations inviting involvement in the project from the Islands Trust Chair. Staff expect that implementation of the engagement plan will be a significant focus of the TAS team for the next quarter and through 2018.

### **Agency Liaison and Advocacy:**

#### **BC Hydro Wood Pole Test and Treat Letter of Understanding**

Staff completed the cancellation of the BC Hydro Wood Pole Test and Treat Letter of Understanding and removed the agreement from the website.

#### **Crown Land agreements project**

With assistance from the Director of Local Planning Services, TAS staff developed a preliminary draft agreement for discussion and shared it with staff at the Ministry of Forests, Lands and Natural Resource Operations and Rural Development. Staff will provide a revised draft to Bowen Island Municipality staff for review once provincial feedback is incorporated. This project will be a priority for the next quarter.

### **Support for advocacy at the Union of British Columbia Municipalities convention**

TAS supported the Executive Committee's requests for meetings with four ministers with briefings and speaking notes. The Director of Trust Area Services attended the convention and presented at the annual breakfast event. TAS staff will continue to support deferred meetings with ministers and ministry staff into the next quarter.

### **Derelict and abandoned vessels advocacy**

At the request of the Executive Committee, TAS staff sent a notice to e-mail subscribers inviting them to contribute to an Islands Trust inventory of abandoned vessels. An inventory form is available on the Islands Trust website for download. Staff also contacted regional districts and other agencies in the Trust Area to learn about which agencies plan to apply for funding to remove vessels. This information was provided to the Executive Committee in a briefing. The Senior Policy Advisor has also been participating in the Capital Regional District's regional discussions on anchored and derelict boats. At the request of the Executive Committee, staff will be developing a fact sheet on powers and responsibilities of various agencies with regard to issues relating to abandoned vessels, barges and docks and boat licensing.

Staff also drafted and sent out a letter from the Islands Trust Chair to the Minister of Transport regarding the Islands Trust Council's support for Bill C-352, an Act to amend the Canada Shipping Act, 2001.

### **Aquaculture advocacy**

TAS staff also drafted and sent out a letter from the Islands Trust Chair to the Minister of Fisheries and Oceans Canada regarding the Trust Council's thanks for support for the Baynes Sound cleanup initiative and a request for a study of the impacts of aquaculture industry modifications in the intertidal zone of the Islands Trust Area and, particularly, the ecologically important Baynes Sound/Lambert Channel intertidal zone.

TAS staff provided an RFD to the Executive Committee on strategies for limiting potential harmful impacts of geoduck aquaculture along with a staff report summarizing potential impacts and describing industry practices.

## **Communications:**

### **Annual report**

The annual report was finalized and provided to the Minister of Municipal Affairs and Housing. It was tabled in the legislature on November 8, 2017. TAS staff posted the report to the website and provided the report to MLAs, electoral area directors and Bowen Island municipal councillors on behalf of the Islands Trust Chair. Staff also sent a notice to Islands Trust subscribers.

### **Visual identity**

TAS continues to implement the new visual identity in Islands Trust publications and the website. There is now an effort to migrate Trust internal business documents to the Calibri font which will complement with visual identity fonts. Staff will be working in the next quarter on developing new PowerPoint templates for presentations.

### **Three-minute film series**

TAS staff has contracted a filmmaker to produce three three-minute films about the Islands Trust mandate/area, freshwater in the Trust Area and the passion/professionalism of Islands Trust staff. The filmmaker will also provide “B-roll” stock footage for use in future short films. Some filming has already taken place on Gabriola, Hornby and Denman Islands and filming will be conducted over the next few months on other islands, including Howe Sound islands. The plan is to have the short films completed for presentation at the March Trust Council meeting.

### **Communications strategy**

Work continues on a comprehensive, multi-year communications strategy to help staff and elected officials improve engagement and participation in Islands Trust operations. This includes consideration of a social media strategy to use social media tools to better reach and engage with our community.

### **Public notice improvements**

TAS staff continues to work with Local Planning Services to develop user-friendly and plain language templates for public hearing notices and improving internal processes. Once these are finalized, work will begin on notices about development variances, temporary use permits and community information meetings.

### **2018/19 budget consultation**

TAS is working with Administrative Services to prepare for the 2018/19 budget consultation process. Staff will develop a budget public consultation package that is visually-appealing, clear, concise, easy-to-understand and makes it easy for the public to respond.

### **Website**

The First Nations program webpages are being reworked and will be live by the end of the year. There will be more information about local trust committee projects with their local First Nation and other updates.

## **First Nations:**

### **First Nations database**

Staff continues work on a database that will hold information on all 30 First Nations in the Trust Area. The database will be populated with contact information during the next quarter.

### **Orientation material for new trustees and staff re First Nations**

The Senior Intergovernmental Policy Advisor is developing a series of three PowerPoint presentations with full speaking notes. The topics are: the deep history of First Nations in the Gulf of Georgia from about 14,000 years ago to 160 years ago featuring newly-available information on archaeological evidence; the colonial history of the last 160 years; and an explanation of legal terms such as aboriginal title, aboriginal rights, and Douglas Treaty rights with an overview of modern treaty implications. Each presentation will have suggested discussion questions and a list of further reading resources.

**Education/Partnership programs:****Baynes Sound/Lambert Channel Advisory Forum**

In partnership with the World Wildlife Fund TAS staff is organizing a Baynes Sound/Lambert Channel Forum for April or May 2018. The purpose of the forum is to improve the health of the local marine ecosystem and establish lasting working relationships dedicated to creating ecosystem based solutions. Islands Trust will co-host with the World Wildlife Fund a series of preparatory meetings of a ten-member advisory group to organize a 2.0 day forum with representatives from First Nations, shellfish and fishing industries, ecotourism industry, environmental groups and others concerned about Baynes Sound/Lambert Channel.

**Freshwater Sustainability Forum Project**

The purpose of the project is to pursue education, connection, and collaboration between Islands Trust and community organizations who have a vested interest in freshwater sustainability in the Islands Trust Area. The project will result in the development of information and tools for achieving collaborative approaches to freshwater sustainability objectives and a conference in January 2018 to convene community groups and agencies to share information on freshwater sustainability challenges and solutions in the Trust Area.

**Indicator Program:**

TAS staff did not work on the indicator program this quarter. Staff will be contracting support for this project through the next quarter.

**Delegation thank you letters:**

TAS staff drafted and sent out six letters for the Chair to thank delegates to the Islands Trust Council's September meeting and advise them of any outcomes associated with their presentations.

**Trust Council sessions:**

TAS staff organized three sessions for December Trust Council meeting about the federal Ocean Protection Plan, the proposed National Marine Conservation Area for the southern Strait of Georgia and the annual joint meeting with San Juan County.

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

| No. | Description                                               | Activity                                                                                                      | R/Initiated | Responsibility                                 | Target Date |
|-----|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------|-------------|
| 1   | Review the Islands Trust Policy Statement                 | a) State of the Islands project<br>b) First Nations and public engagement                                     |             | Clare Frater<br>Karen Hurley<br>Fiona MacRaid  |             |
| 2   | Protect Quality and Quantity of Water Resources           | Implement Freshwater Forum Project Charter<br>Implement Water Conservation Advocacy/Education Project Charter |             | Clare Frater<br>William Shulba<br>Karen Hurley |             |
| 3   | Promote the marine health of Baynes Sound/Lambert Channel | Implement Baynes Sound/Lambert Channel Forum Project Charter                                                  |             | Clare Frater<br>Karen Hurley                   |             |

**Projects****Trust Programs Committee**

| Description                                                                                           | Activity                                                                                                                                    | R/Initiated |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Enhance (protect / restore) community character, socio-economic diversity and economic sustainability | Develop advocacy program for sustainable, appropriate agriculture<br>Facilitate exploration of intra and inter-island transportation routes |             |
| Strengthen relations with First Nations                                                               | Improve protection of archaeological and First Nations cultural resources                                                                   |             |



## Trust Programs Committee

| No. | Description                                                         | Activity                                                                                                                                                                     | R/Initiated | Responsibility | Target Date |
|-----|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------|-------------|
|     | Improve cooperation and integration with other levels of government | Explore opportunities and benefits of cooperating with First Nations and others to seek nominations of the Trust Area as a UN Biosphere Reserve.                             |             |                |             |
|     | Amend Crown Land Cooperation Agreements (Strategic Plan 8.1)        | Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements into one. Consider implications for First Nations relationships. |             |                |             |

| COMPLETED SINCE LAST REPORT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | PLANNED FOR NEXT QUARTER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. STRATEGIC PLANNING/ADMINISTRATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>Approved a draft 2018-2027 Regional Conservation Plan and referred it to local trust committees, Bowen Island Municipality, First Nations and partners for comment</p> <p>Approved Islands Trust Fund Five Year Plan 2018-2022 and referred it to local trust committees, Bowen Island Municipality and First Nations for comment</p> <p>Staff attending meeting of each LTC and Bowen Island Municipality to present draft Regional Conservation Plan and Islands Trust Fund Plan</p> <p>Held TFB retreat to consider RCP directions and explore funding challenges and opportunities</p> <p>Staff presented on conservation planning at National Land Summit, hosted by the Land Trust Alliance of BC</p> <p>Prepared request for appointment for Crown Agencies and Board Resourcing Office (first term for Robin Williams expires December 31, 2017)</p> | <p>Approve 2018-2027 Regional Conservation Plan and seek endorsement from Trust Council</p> <p>Approve first three year work plan for the Regional Conservation Plan</p> <p>Update Sensitive Ecosystem Maps for LTAs and BIM</p> <p>Consider updates to TFB Meeting Procedure Bylaw</p> <p>Seek approval of Islands Trust Fund Five Year Plan 2018-2022 from Minister of Municipal Affairs and Housing</p> <p>Develop naming protocol for nature reserves and covenants, and revise policy as necessary</p> |
| <b>2. COVENANT AND PROPERTY ACQUISITIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>Registered 63.25 hectare covenant on the Settlement Lands Nature Reserve, owned by the Denman Conservancy Association (Denman)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Complete acquisition of 16.6 hectare Fairyslipper Forest Nature Reserve (Thetis) in partnership with Thetis Island Nature Conservancy and Cowichan Community Land Trust (closing date Nov. 30)</p> <p>Continue to negotiate five covenants (Link, South Pender, Salt Spring, Keats &amp; Lasqueti Islands)</p> <p>Facilitate donation of 2.5 hectares to be added to Valens Brook Nature Reserve (Denman)</p> <p>Negotiate transfer of Sandy Beach Nature Reserve (Keats)</p>                            |

*As of December 2017 the Trust Fund Board protects 103 conservation properties,  
28 nature reserves and 75 covenants (of which 24 have NAPTEP certificates)*



| <b>3. COVENANT AND PROPERTY MANAGEMENT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Issued monitoring letters to all covenant landowners and partners</p> <p>Removed invasive species and cleared trails on areas of all three TFB Nature Reserves on Denman Island</p> <p>Completed riparian restoration and Hooded Merganser nest box maintenance on John Osland Nature Reserve (Lasqueti)</p>                                                                                                                                                                                                     | <p>Construct boardwalks at Elder Cedar Nature Reserve (Gabriola) to protect the veteran Western redcedar tree and a wet area along the loop trail</p> <p>Survey McFadden Creek Nature Sanctuary for species at risk (Salt Spring)</p> <p>Develop updated management plans for Morrison Marsh Nature Reserve (Denman) and Medicine Beach Nature Sanctuary (North Pender)</p> <p>Initiate management planning for Thetis Island nature reserves</p> |
| <b>4. COMMUNICATIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Issued news release for Settlement Lands covenant (Denman) and updated protected areas information on website</p> <p>Issued 'conservation community' insert with monitoring letters</p> <p>Developed a communications plan for the completion of Fairyslipper Forest acquisition</p> <p>Completed mobile (phone/tablet) responsive design for four key pages of ITF website</p> <p>Issued e-news seeking feedback on draft Regional Conservation Plan</p> <p>Developed and distributed the ITF annual report</p> | <p>Implement monthly e-newsletter for local conservancies</p> <p>Develop and publish the spring Heron newsletter</p> <p>Implement communications plan for the completion of Fairyslipper Forest nature reserve</p> <p>Issue news releases and website updates for registered conservation covenants/completed land acquisitions</p>                                                                                                               |
| <b>5. FUNDRAISING AND CONSERVANCY SUPPORT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Implemented the Nov. 28 Giving Tuesday on-line fundraising campaign</p> <p>Issued annual giving appeal e-news</p> <p>Attended the Hornby Island Fall Fair with TFB Chair Tony Law in attendance</p>                                                                                                                                                                                                                                                                                                              | <p>Organize Elder Cedar Nature Reserve boardwalk celebration and volunteer event to fulfill funding requirements (Gabriola)</p> <p>Continue to identify grant opportunities from foundations and corporations for TFB projects</p> <p>Prepare and send annual holiday cards to VIP donors and partners</p>                                                                                                                                        |

*As of December 2017 the Trust Fund Board protects 103 conservation properties,  
28 nature reserves and 75 covenants (of which 24 have NAPTEP certificates)*

# BRIEFING

---

|                 |                                      |                            |                   |
|-----------------|--------------------------------------|----------------------------|-------------------|
| <b>To:</b>      | Trust Council                        | <b>For the Meeting of:</b> | December 5, 2007  |
| <b>From:</b>    | Trust Area Services                  | <b>Date Prepared:</b>      | November 10, 2017 |
| <b>SUBJECT:</b> | <b>Legislative Monitoring Report</b> |                            |                   |

---

**PURPOSE:** Every six months staff provide a summary of past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations and/or Strategic Plan projects.

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

## BACKGROUND:

The attached legislative monitoring report includes:

- Planned legislation (N/A for this report)
- Legislation in process
- Legislation in effect
- Court decisions
- New resources
- Discussion/Planning/Trust Fund Board (TFB) related advocacy topics
- Environmental assessment processes in/near the Trust Area

Staff also use this report to track legislative change requests from Islands Trust bodies. The report does not track private members' bills, except if introduced by Islands Trust Area MLAs or MPs.

The report is updated bi-annually using a range of sources, including Union of British Columbia publications, the websites of the Legislative Assembly of BC and the Parliament of Canada, provincial and federal news releases, the Canada Gazette and a variety of websites and RSS news feeds. Islands Trust also pays for an annual subscription to QuickScribe, which tracks all BC Statutes and Regulations.

## ATTACHMENT:

1. Legislative Monitoring Report, November 10, 2017

**FOLLOW-UP:** Staff will continue to monitor past or proposed external regulatory changes and will advise the Executive Committee of consultation opportunities. This report will be provided for the information of Trust Council twice a year, staff time permitting.

---

|                          |              |                                                  |
|--------------------------|--------------|--------------------------------------------------|
| <b>Prepared By:</b>      | Karen Hurley | Senior Policy Analyst, Trust Area Services       |
| <b>Reviewed By/Date:</b> | Clare Frater | Director, Trust Area Services, November 10, 2017 |



## LEGISLATIVE MONITORING REPORT

November 14, 2017

This document is intended to advise Trust Council about past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations, or Strategic Plan projects. The chart captures changes in the last six months and is organized according to the following categories:

- Planned legislation
- Legislation in process
- New legislation in effect
- Court decisions
- New resources
- Discussion/Planning/Trust Fund Board (TFB) related advocacy topics
- Environmental assessment processes in the Trust Area
- Legislative change requests

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

## Legislation in process

| LEGISLATION IN PROCESS                                                                                                             | STATUS                                                       | BACKGROUND/<br>KEY IMPLICATIONS TO TRUST AREA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ISLANDS TRUST<br>ACTIONS-PAST                                                                                                                                                                  | ISLANDS TRUST<br>ACTIONS – FUTURE                               |
|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <a href="#">Bill C-55</a><br><i>An Act to amend the Oceans Act and the Canada Petroleum Resources Act</i>                          | Second Reading and Referral to Committee<br>October 17, 2017 | <p>The proposed amendments to the Oceans Act in Bill C-55 allow for the creation of a new type of Marine Protect Area, interim marine protection areas, and create new powers to freeze the footprint of existing activities while MPAs go through the consultation and designation process.</p> <p>The bill also includes amendments that would require application of the precautionary principle when deciding whether to designate new marine protected areas.</p> <p>It also includes strengthened enforcement provisions. The Bill also proposes amendments to just one (among several) offshore oil and gas laws to allow for cancellation or suspension of oil and gas interests in MPAs.</p> <p>(amended from analysis by West Coast Environmental Law)</p> | The Islands Trust <a href="#">Policy Statement</a> includes Policy 3.4.2                                                                                                                       |                                                                 |
| <a href="#">Bill C-64</a><br><i>An Act respecting wrecks, abandoned, dilapidated or hazardous vessels and salvage operations</i>   | First Reading<br>October 30, 2017                            | <p>The proposed legislation will proactively deal with wrecked, abandoned or hazardous vessels. Bill C-64 will also bring the <i>Nairobi International Convention on the Removal of Wrecks, 2007</i> into force of law in Canada.</p> <p>The <i>Wrecked, Abandoned or Hazardous Vessels Act</i> will:</p> <ul style="list-style-type: none"> <li>• prohibit vessel abandonment;</li> <li>• strengthen owner responsibility and liability for hazardous vessels and wrecks, including costs for clean-up and removal; and</li> <li>• empower the Government of Canada to take proactive action on hazardous vessels</li> </ul>                                                                                                                                        | <p>Significant <a href="#">advocacy</a> over last 10 years</p> <p>EC has directed staff to develop a brief summary of powers and responsibilities and undertake a community led inventory.</p> | TAS staff to attend Transport Canada briefing November 27, 2017 |
| <a href="#">Bill-C352</a><br><i>An Act to amend the Canada Shipping Act, 2001 and to provide for the development of a national</i> | First Reading<br>April 13, 2017                              | MP Sheila Malcolmson's <a href="#">Bill C-352</a> would improve vessel registration, set-up a vessel turn-in pilot program, support vessel recycling, and make the Coast Guard responsible for directing the removal of abandoned vessels.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Chair <a href="#">letter</a> to Minister of Transport expressing support for Bill C-352.                                                                                                       |                                                                 |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| LEGISLATION IN PROCESS                                                                                                                          | STATUS                                                                  | BACKGROUND/<br>KEY IMPLICATIONS TO TRUST AREA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ISLANDS TRUST<br>ACTIONS-PAST | ISLANDS TRUST<br>ACTIONS – FUTURE                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| strategy<br>(abandonment of vessels)<br><br>(Federal Private Members Bill)                                                                      |                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                               |                                                                                                                                                          |
| <a href="#">Bill 15</a> – Local Elections Campaign Financing Amendment Act, 2017<br><br>(Provincial)                                            | Second Reading<br>November 8, 2017                                      | The bill would reform election campaign financing in time for the 2018 municipal elections.<br><br>Proposed amendments will prohibit unions, corporations and non-B.C. residents from donating to candidates, third-party advertisers or elector organizations that endorse a slate of candidates.<br><br>Under the bill, an individual will be able to donate a maximum of \$1,200 a year to the campaign of a candidate or an elector organization.                                                                                                                                                |                               | Information to Islands Trust candidates will be provided by the Regional Districts who administer elections.                                             |
| <a href="#">Bill M205</a> - Heritage Conservation (First Nations Protection) Amendment Act, 2017<br><br>(Provincial Private Members Bill)       | First Reading<br>October 26, 2017                                       | MLA Adam Olsen’s bill would amend the <i>Heritage Conservation Act</i> to create a framework for First Nations to request the minister to issue emergency temporary protection orders to protect heritage sites or objects from injury or desecration. It would also create a First Nation heritage protection program which would provide funding to local governments to protect sacred sites.                                                                                                                                                                                                     |                               |                                                                                                                                                          |
| <a href="#">Bill C-45</a> , <i>An Act respecting cannabis and to amend the Controlled Drugs and Substances Act, the Criminal Code and other</i> | Second Reading June 8, 2018<br><br><a href="#">Consultations</a> closed | Bill C-45 would provide legal access to cannabis and control and regulate its production, distribution and sale. The federal government intends to bring the Act into force by July 2018.<br><br>Minister of Public Safety and Solicitor General Mike Farnworth announced that the Union of B.C. Municipalities has been invited to establish a standing committee with the Province to support the development of the regulatory framework for cannabis legalization in British Columbia. To help provide some context to consultations, a <a href="#">discussion paper</a> has also been developed |                               | Once the province has introduced related legislation, staff will provide advice on potential zoning amendments that may be required re: where commercial |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| LEGISLATION IN PROCESS | STATUS           | BACKGROUND/<br>KEY IMPLICATIONS TO TRUST AREA                                                                                                                                                                                                                                                        | ISLANDS TRUST<br>ACTIONS-PAST | ISLANDS TRUST<br>ACTIONS – FUTURE                                                                              |
|------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------|
| Acts<br><br>(Federal)  | November 1, 2017 | on Cannabis Legalization and Regulation in BC.<br><br>In September 2017, the province <a href="#">invited</a> the Union of BC Municipalities to establish a standing committee with the provincial government to support the development of the regulatory framework for cannabis legalization in BC |                               | production of cannabis and cannabis products may take place, where cannabis and cannabis products may be sold. |

#### New legislation in effect

| LEGISLATION IN EFFECT                           | STATUS                                                                                                                                                                         | BACKGROUND/<br>KEY IMPLICATIONS TO TRUST AREA                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | ISLANDS TRUST<br>ACTIONS-PAST                                                                                                                     | ISLANDS TRUST<br>ACTIONS – FUTURE                                                                                                                                          |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Contaminated Sites Regulation</i> Amendments | Consultation closed.<br><br>Significant changes to the Contaminated Sites Regulation under the Environmental Management Act have been made and are effective November 1, 2017. | The Province has amended the Contaminated Sites Regulations to incorporate new soil, water, and vapour standards to reflect current science. These include up-to-date toxicology data, the new BC environmental groundwater model, and new environmental quality standards.<br><br>The Province asked for feedback earlier in 2016 and 40 local governments, including the Islands Trust, responded.<br><br>Previously proposed amendment that would have negatively impacted local governments were dropped. | When the regulation was first brought in in the late 1990s, the Islands Trust and many other local governments, based on legal advice, opted out. | All local trust committees opted out of the receipt of contaminated sites profiles. Those local government that opted-out may remain opt-ed out under the new legislation. |

#### Court Decisions

| COURT DECISIONS | STATUS | BACKGROUND/<br>KEY IMPLICATIONS TO TRUST AREA | ISLANDS TRUST<br>ACTIONS-PAST | ISLANDS TRUST<br>ACTIONS – FUTURE |
|-----------------|--------|-----------------------------------------------|-------------------------------|-----------------------------------|
|-----------------|--------|-----------------------------------------------|-------------------------------|-----------------------------------|

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| COURT DECISIONS                                                                                                       | STATUS                                 | BACKGROUND/<br>KEY IMPLICATIONS TO TRUST AREA                                                                                                                                                                                                                                                                                       | ISLANDS<br>TRUST<br>ACTIONS-PAST                                                                                                                                      | ISLANDS TRUST<br>ACTIONS – FUTURE  |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| <p>City of Victoria seeking injunction to remove vessels and docks</p> <p>(in progress)</p> <p>(BC Supreme Court)</p> | Nov 7, 2016<br>Judge reserved decision | The City of Victoria has a licence of occupation over the Gorge waterway and is seeking an injunction to remove 17 boats and four docks from a section of the waterway. The City asserts that the zoning bylaw provide powers to regulate anchoring while a boat owner has countered that the matter is under federal jurisdiction. | Bowen Island Municipality has obtained a licence of occupation for Mannion Bay and is planning to initiate enforcement against non-compliant vessels in January 2018. | TAS staff will monitor for outcome |

#### New Resources

| NEW RESOURCES                                                                     | STATUS               | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ISLANDS<br>TRUST<br>ACTIONS - PAST | ISLANDS TRUST<br>ACTIONS - FUTURE |
|-----------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|
| <a href="#">2016 Salish Sea Toxics Monitoring Review: A Selection of Research</a> | Released in May 2017 | <p>2017 report from the Puget Sound Ecosystem Monitoring Program presents an overview of selected recent monitoring and research activities focused on toxic contaminants in the Salish Sea. The report describes that toxic chemicals reach the Salish Sea through a variety of pathways, including stormwater runoff, atmospheric deposition, industrial and municipal discharges, and agricultural runoff. The report found that:</p> <ul style="list-style-type: none"> <li>• Aquatic biota are exposed to contaminants at levels that can adversely affect their health and the health of people that consume them.</li> <li>• The levels of some contaminants have declined in sediments and aquatic biota as a result of successful management actions.</li> <li>• Contaminants of emerging concern such as estrogenic chemicals and microplastics are widespread and frequently detected</li> <li>• Contaminant source control and cleanup have been an effective approach to reduce sediment contaminant loads in many areas.</li> <li>• Stormwater impacts and responses are being addressed through coordinated regional efforts.</li> <li>• On-the-ground remediation of contaminated sites is ongoing throughout the region.</li> </ul> |                                    |                                   |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

**Discussion/Planning/Trust Fund Board Related Advocacy Topics**

| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS                            | STATUS                           | SUMMARY                                                                                                                                                                                                                                                                                                                                                                              | ISLANDS TRUST ACTIONS - PAST                                                                  | ISLANDS<br>TRUST<br>ACTIONS -<br>FUTURE                                         |
|-----------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <a href="#">Climate Projections for the Capital Regional District</a> Report            | Released<br>April 2017           | The purpose of this report is to quantify, with the most robust projections possible, the related climate impacts (including changes to climate extremes) associated with global warming. This report focuses on the “business-as usual” emissions scenario and a 2050s timeframe.                                                                                                   | Islands Trust <a href="#">Climate Action Revenue Incentive (CARIP) Public Report for 2016</a> | Trust Council climate change session in March 2018.<br><br>Provide to planners. |
| <a href="#">BC Municipal Climate Leadership Council</a>                                 |                                  | BCMCLC members are supported by Community Energy Association to engage their colleagues and communities to act on climate change . Rather than an advocacy group, members are mentored to develop strategies that work within the context of their communities while developing planning and implementation frameworks that can be adopted by other BC communities.                  | Trustee Sue Ellen Fast is a member.                                                           |                                                                                 |
| <a href="#">Climate Solutions and Clean Growth Advisory Council</a><br><br>(Provincial) | Announced<br>October 23,<br>2017 | The Climate Solutions and Clean Growth Advisory Council will provide strategic advice to the BC government on climate action and clean economic growth. It includes members from First Nations, environmental organizations, industry, academia, labour and local government. The advisory council will also report on progress towards meeting legislated carbon reduction targets. |                                                                                               |                                                                                 |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*



| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS                                | STATUS                    | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | ISLANDS TRUST ACTIONS - PAST | ISLANDS<br>TRUST<br>ACTIONS -<br>FUTURE |
|---------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------|
| DFO project for co-Development, co-Design, and co-delivery of Indigenous fisheries programs | Announced October 5, 2017 | <p>DFO is undertaking a major <a href="#">review</a> of Indigenous programs and developing a joint vision for the future of these programs that support Indigenous participation in fisheries, aquaculture and the management of aquatic habitat and resources.</p> <p>The review will look at five federally supported programs: Aboriginal Fisheries Strategy, Aboriginal Fisheries Guardian Program, Aboriginal Aquatic Resources and Oceans Management Program, Atlantic Integrated Commercial Fisheries Initiative and the Pacific Integrated Commercial Fisheries Initiative.</p> |                              |                                         |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS | STATUS                     | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ISLANDS TRUST ACTIONS - PAST                     | ISLANDS<br>TRUST<br>ACTIONS -<br>FUTURE                                |
|--------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------|
| <a href="#">Federal Oceans Protection Plan</a>               | Announced November 7, 2016 | <p>The federal government announced a \$1.5 billion ocean protection plan, that addresses many but not all, of Islands Trust Council's oil spill and derelict vessel advocacy requests, and may provide tools for better oversight of anchorages.</p> <p>The Oceans Protection Plan has four main priority areas:</p> <ul style="list-style-type: none"> <li>• improved marine safety system, including new preventive and response measures;</li> <li>• restoring and protecting the marine ecosystems and habitats, as well as taking measures to address abandoned boats and wrecks;</li> <li>• strengthening partnerships and launching co-management practices with Indigenous communities, including building local emergency response capacity; and</li> <li>• investing in oil spill cleanup research and methods.</li> </ul> | Significant <a href="#">advocacy</a> since 2010. | <p>Trust Council session in Dec. 2017.</p> <p>Continue to monitor.</p> |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS                                        | STATUS                                    | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ISLANDS TRUST ACTIONS - PAST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ISLANDS TRUST ACTIONS - FUTURE                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <a href="#">Addressing Canada's Abandoned Boats, an initiative under the Oceans Protection Plan</a> | May 31, 2017                              | <p>Two programs will address the issue of abandoned boats and vessels: Transport Canada's Abandoned Boats Program and a related program by Fisheries and Oceans Canada.</p> <p><b>Assessment and Removal Projects (\$5.6 million over 5 years):</b><br/>           Education and Awareness (up to \$750,000 over 5 years):<br/>           Research (up to \$500,000 over 5 years):</p> <ul style="list-style-type: none"> <li>• program will provide funding for research into processes and materials that help improve boat recycling and design</li> <li>• up to 100% for research projects.</li> <li>• Eligible recipients are: academia, researchers, universities, marinas or other industry and community stakeholders involved in boat design, construction and recycling.</li> </ul> | <p>From 2012-2016, staff have participated in Joint Working Group for Removal of Problem Vessels.</p> <p>On June 8, 2017, staff attended Transport Canada briefing in Vancouver on the abandoned boats funding program.</p> <p>TAS staff are participating on the CRD derelict vessel working group.</p> <p>TAS staff researched regional districts applying for TC funding – very few at this time.</p> <p>TAS staff have sent a notice to subscribers inviting reports of abandoned vessels and posted information to the Islands Trust website.</p> <p>The Chair and staff attended an Ocean Protection Plan engagement session in Vancouver on November 2, 2017.</p> | <p>Create a summary of programs/powers related to derelict vessels and structures.</p> <p>Attend a abandoned boat engagement session in Victoria on November 27, 2017.</p> <p>Continue to liaise with CRD committee.</p> <p>Monitor abandoned boat reports and forward to potential removal agencies.</p> |
| Updating Canada's Tentative List for World Heritage Sites                                           | Nomination period closed January 27, 2017 | Applications are being reviewed by an independent <a href="#">Ministerial Advisory Committee</a> of Canadian experts in the fields of natural and cultural heritage. The Advisory Committee will recommend to the Minister of Environment and Climate Change and Minister                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | March 2017: That the Islands Trust Council support in principle the application of the Salish Sea Trust for nomination of the Salish Sea to Canada's Tentative List for World Heritage Sites; such support being given upon                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                           |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS                                   | STATUS                                                                                                                            | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ISLANDS TRUST ACTIONS - PAST                                                                                                                                                                                                                                                                                                                                                                                     | ISLANDS TRUST ACTIONS - FUTURE                                                                                    |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
|                                                                                                |                                                                                                                                   | responsible for Parks Canada those properties with strong potential for successful inscription as World Heritage Sites.                                                                                                                                                                                                                                                                                                                                                                         | <p>the condition that the application will not be approved without the support of the Indigenous peoples whose traditional territories include the affected area.</p> <p>The resolution clarifies that once the First Nations in the Trust Area have expressed their support, Trust Council would then likely support the UNESCO application.</p>                                                                |                                                                                                                   |
| OceanWatch – Howe Sound Edition Action Plan Task Force                                         | Formed in June 2017                                                                                                               | The Ocean Watch Task Force members are elected officials and staff representatives of the Howe Sound Community Forum member communities. The Task Force has a mission to advance the implementation of action items outlined in the <a href="#">Ocean Watch – Howe Sound Edition</a> report. To achieve this goal, the Task Force will provide recommendations to Howe Sound’s local governments to support initiatives and projects that further marine ecosystem protection and ocean health. | <p>Gambier LTC is a member of the Task Force. Trustee Stamford is Co-Chair of the Task Force.</p> <p>The Islands Trust Fund will contribute \$500 towards the Task Force’s planned Howe Sound Marine Reference Guide. Bowen Island Municipality has committed \$1742 a year for three years.</p>                                                                                                                 |                                                                                                                   |
| <a href="#">Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP)</a> | Islands Trust signatories include: the Islands Trust Council, Trust Fund Board, Gambier, Gabriola Galiano and Hornby Island LTCs. | <p>The CDFCP is a partnership of 40 organizations that have signed on to the CDFCP Statement of Collaboration,</p> <p>In 2015, the CDFCP issued a Conservation Strategy that will begin to address a multi-variable approach to ecosystem conservation.</p>                                                                                                                                                                                                                                     | <p>September 2017: Executive Committee met with the Minister of Environment and Climate Change Strategy and discussed CDFCP funding levels and support.</p> <p>June 2017: Mapping contract deliverables provided to planning staff. Evaluation of next steps delayed due to limited staffing, but now underway.</p> <p>April 27, 2017 meeting: Gambier Island LTC currently working with CDFCP contractor to</p> | Gambier Island planner to review mapping information and follow up with the Gambier Island Local Trust Committee. |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS | STATUS | SUMMARY | ISLANDS TRUST ACTIONS - PAST                                                                                                                                                                                                                                                                                        | ISLANDS<br>TRUST<br>ACTIONS -<br>FUTURE                                                                            |
|--------------------------------------------------------------|--------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                                                              |        |         | <p>inform its OCP review.</p> <p>November 2015: Chair sent a letter to the CDFCP Steering Committee in support of the Conservation Strategy.</p> <p>September 2015: Islands Trust resolution at UBCM to support CDFCP approved and forwarded to the Minister of Forests, Lands and Natural Resource Operations.</p> | <p>The Islands Trust Fund Ecosystem Protection Specialist will continue to be on the CDFCP Steering Committee.</p> |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS                                  | STATUS                                                                                                               | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ISLANDS TRUST ACTIONS - PAST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ISLANDS TRUST ACTIONS - FUTURE                                             |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <a href="#">Provincial Species and Ecosystems at Risk and Local Governments Working Group</a> | Active since 2009.                                                                                                   | <p>The Species and Ecosystems at Risk Local Government Working Group (SEAR LGWG) was established in the fall of 2009</p> <p>The SEAR LGWG consists of representatives from municipal, regional and provincial governments and the Union of British Columbia Municipalities (UBCM). A jointly prepared <a href="#">discussion paper</a> <i>Working Together to Protect Species at Risk: Strategies Recommended by Local Government to Improve Conservation on Municipal, Regional and Private Lands in British Columbia</i> was completed in January 2011.</p> <p>In 2016, the Working Group struck a SEAR Charter Advisory Committee to help develop a SEAR Charter between the province and local governments to provide greater clarity on roles and responsibilities of both parties. The Charter is currently in draft form and being reviewed by the advisory committee. A SEAR Charter was one of the four short-medium term recommendations that came out of a 3-year SEAR Incentive Project, which supports the <a href="#">Five Year Plan for Species at Risk in B.C.</a></p> | <p>The full report and highlights from the symposium have been posted to the SEAR LGWG webpage.</p> <p>Marnie Eggen, Island Planner, and Jennifer Eliason, Islands Trust Fund Manager are members of the Species and Ecosystems at Risk (SEAR) Local Government Working Group (LGWG); Marnie Eggen is a member of the a SEAR Charter Advisory Committee and Jennifer Eliason is a member of the SEAR Incentive Project Committee.</p> <p>Staff provided a response to the Province's survey of local government in 2014.</p> <p>LPS and ITF staff attended the 4th SEAR Local Government Working Group Symposium (31 Jan – 1 Feb 2017) in Victoria. The ITF Manager presented on tax incentives for conservation.</p> | LPS staff and ITF staff will continue to participate in the Working Group. |
| <a href="#">Proposed Sunshine Coast Fixed Link</a>                                            | <p>BC Gov't awarded contract on Feb 3, 2016, for feasibility study.</p> <p>Consultation closed fall 2016, except</p> | The Government of B.C. is studying the costs and benefits of a possible highway link between the Sunshine Coast and Metro Vancouver. The link could include direct bridge connections across Howe Sound islands. The costs and benefits of each route will be assessed, and compared with ferry services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>MOTI minister, Claire Trevana, advised EC at UBCM that she expected the feasibility report would be on her desk by the end of September, 2017.</p> <p>In 2016, the Gambier Island Local Trust Committee Chair wrote a letter to the Ministry of Transportation and Infrastructure's consultants.</p> <p>In 2016, Ann Kjerulf, Regional Planner</p>                                                                                                                                                                                                                                                                                                                                                                 | Staff will monitor for release of final report                             |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS         | STATUS                                                | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ISLANDS TRUST ACTIONS - PAST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | ISLANDS<br>TRUST<br>ACTIONS -<br>FUTURE |
|----------------------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
|                                                                      | with FN,<br>which is<br>ongoing                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Manager and Aleksandra Brzozowski, former Island Planner, attended a local government staff consultation and Trustee Stamford attended an elected officials session.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                         |
| <a href="#">Review of federal environmental assessment processes</a> | In progress                                           | The federal government sought comments from June 29 to August 28, 2017 on a <a href="#">discussion paper</a> that outlined its proposed approach to environmental and regulatory processes. Canadians were also invited to comment on program and policy options for a revised <i>Fisheries Act</i> until August 28, 2017.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | In 2016, the Islands Trust Chair <a href="#">wrote</a> to the Minister of Environment and Climate Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | TAS staff will continue to monitor.     |
| Anchorage concerns                                                   | Federal efforts to create Gabriola anchorage on hold. | <p>The Pacific Pilotage Authority has put a hold on the proposed new Gabriola anchorages based on stakeholders' and partners' concerns regarding the consultation process.</p> <p>At the end of August Transport Canada advised that they have an anchoring initiative under the Ocean Protection Plan that will lead to the development of a national framework for identifying and designating new anchorages, as well as best management practices for the behaviour of vessels while at anchor. This initiative will involve engagement with interested parties and organizations, including the Islands Trust.</p> <p>In the meantime, Transport Canada is working with the Pacific Pilotage Authority, the Vancouver Fraser Port Authority, the Chamber of Shipping and the Shipping Federation of Canada, and possibly others, to develop an interim protocol for the management of vessels anchoring in the Southern Gulf Islands.</p> | <p>Highlights:</p> <p>On April 18, 2017 Chair Luckham, Trustee McConchie and Trustee O'Sullivan attended a Chamber of Shipping of BC roundtable discussion about anchorage issues in the Gulf Islands.</p> <p>In 2016, Chair Luckham <a href="#">wrote</a> to the Prime Minister to express Council's ask for a moratorium until Transport Canada does proactive planning/mitigation and <a href="#">wrote</a> to the Minister of Transport encouraging Transport Canada to engage in full community consultation and a detailed public analysis of the potential implications of extending the jurisdiction of the Nanaimo Port Authority,</p> <p>In 2016, Chair Luckham <a href="#">wrote</a> to Pacific Pilotage Authority regarding the timing of the planned public meeting about the proposed Gabriola Island anchorages.</p> | TAS staff will continue to monitor,     |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS           | STATUS                                                                                                          | SUMMARY                                                                                                                                                                                                                                                                                                                                                    | ISLANDS TRUST ACTIONS - PAST                                                                                                                                                                                                                                                                                                                 | ISLANDS TRUST ACTIONS - FUTURE               |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
|                                                                        |                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                            | <p>In 2015, Chair Luckham <a href="#">wrote</a> to the Honourable Marc Garneau, Minister of Transport, re minimizing anchorage use.</p> <p>In 2015, the Islands Trust hosted a stakeholder meeting about the Plumper Sound, Cowichan Bay and proposed Gabriola anchorages to promote dialogue and increased understanding of the issues.</p> |                                              |
| Capital Regional District Climate Action Inter-Municipal Working Group | The Regional Climate Action Strategy and Climate Projections for the Capital Region were released in April 2017 | The Climate Action Inter Municipal Working Group (IMWG) was developed in 2009 as a reporting and feedback mechanism for local government staff working on climate mitigation and adaptation related work in the Capital Region and meets quarterly.                                                                                                        | <p>Seth Wright, Planner 2, has been a member of the working group since February 2015.</p> <p>Local Trust Committees have established GHG reduction targets in the OCPs.</p>                                                                                                                                                                 |                                              |
| Integrated Geoduck Management Framework 2017                           | Released in March 2017.<br><br>Implementation underway.                                                         | <p>Policy guidance for the licensing of geoduck aquaculture. Guidance on:</p> <ul style="list-style-type: none"> <li>- Coastwide opportunities</li> <li>- Siting guidelines aimed at minimizing overlap with commercial wild fishery while providing opportunities for aquaculture</li> <li>- Wild harvest 'opportunities' prior to aquaculture</li> </ul> | Chair <a href="#">wrote</a> a letter on the draft Framework to Jeff Johansen, Regional Manager for Invertebrates, Pacific Region, DFO in 2014.                                                                                                                                                                                               | RFD and staff report to EC on Nov. 22, 2017. |
| Private Docks on Crown Foreshore Now "Generally Permitted" by          | Announced January 2017.                                                                                         | General Permissions for docks in the Islands Trust Area apply to all areas north of the Englishman River on Vancouver Island. This includes all of the Denman and Hornby local trust areas, as well as the most north-                                                                                                                                     | <p>LTCs received briefings in Jan-March 2017.</p> <p>Chair <a href="#">wrote</a> to FLNR Minister in April 2017 to request that the general permissions area not</p>                                                                                                                                                                         | Staff will continue to monitor.              |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*



| DISCUSSION/<br>PLANNING/TFB<br>RELATED<br>ADVOCACY<br>TOPICS | STATUS | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ISLANDS TRUST ACTIONS - PAST                                                                                                                   | ISLANDS<br>TRUST<br>ACTIONS -<br>FUTURE |
|--------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| Province                                                     |        | <p>westerly portion of the Ballenas-Winchelsea area. General permissions also apply south of Coal Island. This includes James and Sidney islands and the water and associated islands south of there to the southern boundary of the North Pender Island Local Trust Area.</p> <p>In the General Permission area, the Province has established that no permission from the Province is required to place a private dock provided that certain conditions and construction standards are met.</p> <p>The FLNRORD website states that states that non-compliance with local government bylaws and zoning will result in the dock not being eligible for a Land Act authorization.</p> | be expanded further until 2018 at the earliest to give local governments time to amend Official Community Plans and Land Use Bylaws as needed. |                                         |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

## Environmental Assessments in/near the Islands Trust Area

| ENVIRONMENTAL ASSESSMENT                                                         | STATUS                                                                        | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ISLANDS TRUST ACTIONS - PAST                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ISLANDS TRUST ACTIONS - FUTURE                                 |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <a href="#">BURNCO Aggregate Project environmental assessment process update</a> | <a href="#">Draft</a> Summary Assessment Report released on October 27, 2017. | <p>BURNCO Rock Products Ltd is proposing to construct and operate a sand and gravel mine within the Lower McNab Valley, approximately 22 kilometres (km) southwest of Squamish and 35 km northwest of Vancouver. The projected lifespan of the proposed Project is 16 years. The average estimated rate of sand and gravel production is 1,000,000 tonnes per year, with one barge (two transits) every other day.</p> <p>The Draft Summary Assessment Report for BURNCO Aggregate Project (Burnco Project) notes that as a member of the working group, the representative for the Gambier Island Local Trust Committee expressed concern about the mineral composition of the mine site, cumulative effects, noise generation and air quality monitoring.</p> <p>The report notes that with regard to glass-sponge reefs, it was determined during the EA that they were at a depth and in locations that would be unaffected by the project. As far as the other concerns raised by local governments, the report states that there are proposed conditions for fish and fish habitat, marine mammals, air quality, noise and visual impacts, and the implementation of a Community Advisory Group that local governments will be invited to participate on.</p> | <p>Aleksandra Brzozowski, former Island Planner, was a member of the Environmental Assessment Office Working Group.</p> <p>Trustee Stamford joined the Working Group in January 2016.</p> <p>In 2016, Chair Luckham <a href="#">wrote</a> a letter to the BC Environmental Assessment office</p> <p>In 2016, 2016 Gambier LTC Chair <a href="#">wrote</a> a letter to the BC Environmental Assessment office</p> <p>In 2013, Chair Malcolmson <a href="#">wrote</a> a letter to the BC Environmental Assessment Office.</p> |                                                                |
| <a href="#">Roberts Bank Terminal 2 Canadian Environmental assessment</a>        | Consultation on the application closed on October 29, 2016                    | <p>Port Metro Vancouver (PMV), proposes to build a new container terminal at Roberts Bank, Delta, B.C. consisting of a new three-berth marine container terminal located at Roberts Bank, Delta, B.C. The terminal could result in 520 additional vessel transits in the Salish Sea.</p> <p>In April 2015, CEAA issued the Roberts Bank Terminal 2 Project Review Panel Final Terms of Reference which</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>In 2016, Chair Luckham <a href="#">wrote</a> a letter to CEAA.</p> <p>In 2013, Chair Malcolmson <a href="#">wrote</a> a letter</p>                                                                                                                                                                                                                                                                                                                                                                                       | None planned. Staff will monitor for final report and decision |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| ENVIRONMENTAL ASSESSMENT | STATUS       | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ISLANDS TRUST ACTIONS - PAST | ISLANDS TRUST ACTIONS - FUTURE |
|--------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|
|                          |              | <p>stated that the environmental assessment must also take into account the environmental effects of marine shipping associated with the project which is beyond the care and control of the proponent (PMV) and within the 12 nautical mile limit of Canada's territorial sea. However, for the purposes of the Minister's decision on whether the project is likely to cause significant adverse environmental effects, the environmental effects of marine shipping are not considered environmental effects and will not be subject to conditions to the proponent in any decision statement issued by the Minister under CEAA 2012. CEAA has received correspondence from number First Nations, local governments, non-profits agencies and individuals criticizing this approach.</p> |                              |                                |
|                          | May 1, 2017  | The Review Panel has received revised responses to its requests for additional information from the Vancouver Fraser Port Authority . The 282 page <a href="#">report</a> focuses on coastal geomorphology and geotechnical/seismic information.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                              |                                |
|                          | May 16, 2017 | The Review Panel requested that the Proponent prepare and maintain a <a href="#">compilation document</a> of the Review Panel information requests (IRs) and the Proponent's responses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                              |                                |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

**Islands Trust Requests to the Province of BC for Changes to the Islands Trust Legislation/Regulation (during past 10 years)**

| ISLANDS TRUST COUNCIL REQUEST                                                                                                                                                                           | WHEN          | METHOD                                                                                                                                                          | RESPONSE                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Amendments to the <i>Islands Trust Act</i> that would cause four local trustees to be elected to sit on the Salt Spring Island Local Trust Committee and Trust Council.</b>                       | July 20, 2007 | Letter to Hon. Ida Chong, Minister of Community Services                                                                                                        | May 2008 Minister Chong suggested Islands Trust hold a referendum in the Salt Spring Island LTA. If the referendum was successful, Minister Chong was willing to approve four local trustees for the SSILTC, but not to increase Salt Spring Island representation on Trust Council.<br><br>Turned down by Salt Spring Island LTA referendum November 15, 2008. |
| <b>2. Changes to the <i>Islands Trust Act</i> that would enable the Islands Trust Council to determine the size of its Executive Committee.</b>                                                         | July 20, 2007 | Letter to Hon. Ida Chong, Minister of Community Services                                                                                                        | Not advanced by the Ministry. Never formally turned down.                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                         | June 2008     | Trust Council later requested a simpler amendment - that S. 20(3) of the Islands Trust Act be amended to increase the number of vice chairs from three to four. |                                                                                                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                         | June 2011     | Raised during a meeting between the Executive Committee and the Hon. Ida Chong, Minister of Community Services                                                  |                                                                                                                                                                                                                                                                                                                                                                 |
| <b>3. The necessary changes to provincial / legislation and regulations to permit Islands Trust bodies to hold meetings through electronic or other communication facilities.</b>                       | July 20, 2007 | Letter to Hon. Ida Chong, Minister of Community Services                                                                                                        | Achieved in 2009 through provincial creation of a new Islands Trust Regulation.                                                                                                                                                                                                                                                                                 |
| <b>4. Changes to provincial/legislation and regulations be made, if necessary, to confirm that Islands Trust bodies may perform their duties and functions while outside of the Islands Trust Area.</b> | July 20, 2007 | Letter to Hon. Ida Chong, Minister of Community Services                                                                                                        | This topic originally arose in response to a court case, where a bylaw was quashed because the public hearing was held outside the jurisdiction. Further evaluation determined that the relevant legislation had been amended and did not apply to local trust committees.                                                                                      |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| ISLANDS TRUST COUNCIL REQUEST                                                                             | WHEN                   | METHOD                                                                                                                  | RESPONSE                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. <b>Natural Area Protection Tax Exemption Program (NAPTEP) – extension to Bowen Island Municipality</b> | October 27, 2009       | Meeting with Hon. Bill Bennett, Minister of Community and Rural Development                                             | Achieved June 2010 through minor amendment to legislation.                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 6. <b>Bylaw dispute adjudication system</b>                                                               | October 27, 2009       | Meeting with Hon. Bill Bennett, Minister of Community and Rural Development                                             | Achieved in 2011                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 7. <b>Trust Fund Board corporate status and name change</b>                                               | June 2011              | Name change raised during a meeting with the Hon. Ida Chong, Minister of Community Services                             | Advised by Minister to explore other solutions first to determine if can resolve challenges in other ways. Trust Fund Board has asked Trust Council Chair to seek this change in writing. Several requests have been made                                                                                                                                                                                                                                                      |
|                                                                                                           | June 2011              | Staff met with Ministry staff                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                           | November 20, 2012      | Letter to Hon. Bill Bennett, Minister of Community, Sport and Cultural Development                                      | Response received Feb 2013. Minister Bennett stated that changing the corporate structure of the Trust Fund Board has broad implications that require careful consideration. He further noted that government often requires a compelling reason, such as a legislative barrier to operations, prior to considering such a legislative request. He suggested that Islands Trust staff contact the Assistant Deputy Minister to arrange for further evaluation of the proposal. |
|                                                                                                           | Sept 2013 and Feb 2014 | Letters to Hon. Coralee Oakes, Minister of Community, Sport and Cultural Development                                    | Several contacts with Ministry staff have been made, most recently in May 2015. The Assistant Deputy Minister repeated earlier advice that that the ministry does not currently have the capacity to undertake this complex a legislative change, given other provincial priorities.                                                                                                                                                                                           |
|                                                                                                           | May 12, 2015           | Executive Committee and senior staff met with new Assistant Deputy Minister Jay Schlosar, who has since left government |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                           | September 2015         | Letter to Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development                                  | Minister Fassbender was not responsive to Trust Council's request for legislative changes. Conversation during the meeting focused on Salt Spring governance                                                                                                                                                                                                                                                                                                                   |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

| ISLANDS TRUST COUNCIL REQUEST                                                                                                                  | WHEN           | METHOD                                                                                                                                                                                                                                                               | RESPONSE                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|                                                                                                                                                | November 2015  | Executive Committee and CAO met with Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development                                                                                                                                                    | and his request that Executive Committee meet with the Aboriginal Aquaculture Association. |
| 8. <b>Support in principle amending the Islands Trust Act to add "First Nations" to the list of those with whom we work "in co-operation."</b> | September 2015 | Trust Council requested the Executive Committee to consider asking the Minister of Community, Sport and Cultural Development to make this amendment, at an appropriate time, with respect to available resources and the potential for the amendment to be achieved. |                                                                                            |

| TRUST COUNCIL DIRECTION                                                                                                                                                                       | WHEN     | METHOD                           | COMMENTS FROM TC MINUTES                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| That Trust Council approve in principle a review of the <i>Islands Trust Act</i> .                                                                                                            | Dec 2016 | Resolution<br><b>TC-2016-099</b> | Discussion included the history of past requested changes to the Act, the capacity for the review to be added to the work program, the timing of the request, the desire for sustained provincial funding to support the Trust Fund Board and the opportunity to ask for tools in order for Islands Trust to be more effective. |
| That Trust Council add to the 2014-2018 Strategic Plan the project of investigating the principle of amending the <i>Islands Trust Act</i> and assign the project to the Executive Committee. | Dec 2016 | Resolution<br><b>TC-2016-100</b> | It was indicated that the Executive Committee would decide when it was appropriate to assign a priority to this.                                                                                                                                                                                                                |

*Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*



## REQUEST FOR DECISION

**To:** Trust Council **For the Meeting of:** December 5, 2007  
**From:** Trust Fund Board **Date Prepared:** November 8, 2017  
**SUBJECT:** Islands Trust Fund Five Year Plan

---

**RECOMMENDATION:** That the Islands Trust Council endorse the Islands Trust Fund Five Year Plan.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** The Trust Fund Five Year Plan identifies key planning and policies to fulfill the mandate of the Trust Fund Board. In concert with the Regional Conservation Plan the Five Year Plan provides direction for the future of the TFB and provides assurance to the Minister as to the health and viability of the organization. It is also an essential information source for community, stakeholders and First Nations communities. The Plan is complete and offered for endorsement.

---

- 1 PURPOSE:** The Trust Fund Board is providing the Islands Trust Fund Five Year Plan to Trust Council for comment, as per Islands Trust Policy 3.3.ii, and is seeking Trust Council's endorsement of the plan.
- 2 BACKGROUND:** The *Islands Trust Act* requires that the Trust Fund Board prepare and submit to the Minister, at least once every five years, a plan for the Islands Trust Fund respecting policies on acquisition, management, and disposal of property, investment of money, goals for major acquisitions, and other matters as required.

Islands Trust Policy 3.3.ii Islands Trust Fund and Local Planning Services Coordination (TFB Policy 3.1) requires the plan to be referred to every LTC and Island Municipality as well as Trust Council for comment. Endorsement of the plan is not a policy requirement.

The Islands Trust Fund Plan summarizes current Trust Fund Board policies on the acquisition, management and disposition of land, and investment of funds. It also highlights the goals of the draft Regional Conservation Plan, which is a more operational plan that provides science-based direction and decision-support to the Trust Fund Board and its staff.

### **3 IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:** Providing endorsement for the Islands Trust Fund Five Year Plan will indicate to the Minister of Municipal Affairs and Housing federation-wide support for the policy framework and strategic direction of the Islands Trust Fund.

**FINANCIAL:** None.

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** The 2018-2022 Islands Trust Fund Five Year Plan has been provided to all local trust committees and Bowen Island Municipality, as well as First Nations with interests in the Trust Area, with an invitation to comment. The Trust Fund Board request approval of the plan from the Minister of Municipal Affairs and Housing in December 2017 with a cover letter explaining the referral process and summarizing any comments/endorsements received. Once approved, the final plan will be posted to the Islands Trust Fund website.

**FIRST NATIONS:** In consultation with staff at Municipal Affairs and Housing, it was determined that the Islands Trust Fund Plan does not require a formal referral to all First Nations with interests in the Trust Area, but it was recommended that the Islands Trust Fund notify First Nations about the renewal of this plan. This was done via a letter that encompassed information and links regarding both the Five Year Plan and the Regional Conservation Plan.

**OTHER:** None.

- 4 **RELEVANT POLICY:** [Islands Trust Policy 3.3.ii Islands Trust Fund and Local Planning Services Coordination](#) (TFB Policy 3.1)
- 5 **ATTACHMENT:** [Islands Trust Fund Five Year Plan](#)

---

#### **RESPONSE OPTIONS**

**Recommendation:** That the Islands Trust Council endorse the Islands Trust Fund Five Year Plan.

**Alternative:** That the Islands Trust Council receive the Islands Trust Fund Five Year Plan for information.

---

**Prepared By:** Jennifer Eliason, Islands Trust Fund Manager

**Reviewed By/Date:** Clare Frater, Director of Trust Area Services/November 10, 2017





# ISLANDS TRUST FUND FIVE-YEAR PLAN 2018-2022

-DRAFT-



ISLANDS TRUST FUND

## CONTENTS

|                                                                             |    |
|-----------------------------------------------------------------------------|----|
| 1. Introduction .....                                                       | 3  |
| 2. The Islands Trust Fund Board Mandate, Mission and Vision.....            | 4  |
| 3. Goals and Objectives of the Islands Trust Fund .....                     | 6  |
| 4. Trust Fund Board Policies.....                                           | 11 |
| 5. Conclusion.....                                                          | 17 |
| Appendix A: List of Islands Trust Fund protected areas, by fiscal year..... | 18 |
| Appendix B: Complete List of Trust Fund Board Policies .....                | 22 |

## 1. INTRODUCTION

In 2017, the Islands Trust Fund reached an important milestone of 100 protected places in the Trust Area, preserving over 1,190 hectares of diverse island ecosystems, in collaboration with private landholders, land trusts and other conservation partners. The Trust Fund Board recognizes that the ability to protect these island ecosystems is possible because of the thousands of years of stewardship by the First Nations with interests in the lands and waters in the Trust Area, which has created a lasting natural legacy throughout the islands.

The Islands Trust Fund was created by the Province of British Columbia in 1990 as a regional land trust and conservation arm of the Islands Trust to protect in perpetuity some of the most ecologically and culturally significant places in the Islands Trust Area. To do so, the Islands Trust Fund works closely with partners to protect sites through land donation, conservation covenants, land purchases and public education.

The Islands Trust Fund plays an important role in preserving and protecting the unique and fragile ecosystems found in the Strait of Georgia and Howe Sound. The area is among the most biologically diverse regions in the Province of British Columbia and is globally significant with respect to the at-risk Coastal Douglas-fir biogeoclimatic zone. The Islands Trust Area holds 25% of British Columbia's Coastal Douglas-fir zone, the largest percentage of any local government jurisdiction in the province. Within regional districts and biogeoclimatic zones found within the Islands Trust Area, there are a total of 149 red-listed (extirpated, endangered, or threatened) species (18% of the provincial total) and 162 blue-listed (special concern) species (20% of the provincial total) (BC Conservation Data Centre, 2017). There are also a high proportion of the province's red and blue-listed ecological communities. The Islands Trust Area supports some of Canada's last remaining Garry Oak ecosystems and the associated rare plants, mosses, butterflies and reptiles. Island coastlines support eelgrass meadows, forage fish habitat, glass sponge reefs and other extraordinary marine environments. These numerous rare and endangered species and ecosystems will not survive unless sufficient habitat is protected and carefully managed for its ecological integrity. The Islands Trust Fund's work encouraging and assisting private landholders to protect ecologically valuable land in this region is vital to the provincial government's efforts to protect these important and imperiled ecosystems.

Reaching 100 protected places and embarking on both a new Five Year Plan and a 10-year Regional Conservation Plan provides an opportunity to reflect on the past and to look forward, to a future where caring for the most fragile of island ecosystems can be carried out in true collaboration with the other entities of the Islands Trust, First Nations, conservation partners and islanders.



## 2. THE ISLANDS TRUST FUND BOARD MANDATE, MISSION AND VISION

### The Legislated Mandate of the Trust Fund Board

In 1974, the Province of British Columbia recognized the islands between Vancouver Island and the mainland as a special place within the province where the unique beauty, rural character and rare ecosystems should be protected from overdevelopment. Through the *Islands Trust Act*, the province established the Islands Trust, with the following mandate (known as the Object of Islands Trust):

*To preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.<sup>1</sup>*

In 1990, through the enactment of a section of *Islands Trust Act*, the Islands Trust Fund was established as a conservation land trust to assist in carrying out the “preserve and protect” mandate. Part 6 of the *Islands Trust Act* establishes the corporate status, responsibilities, and governance structure of the Trust Fund Board.

The Trust Fund Board is one of 16 corporate entities<sup>2</sup> charged to uphold the Object of the Islands Trust. It is responsible for the actions of the Islands Trust Fund and carries out the preserve and protect mandate through the conservation of land as nature reserves, nature sanctuaries or conservation covenants, and public education.

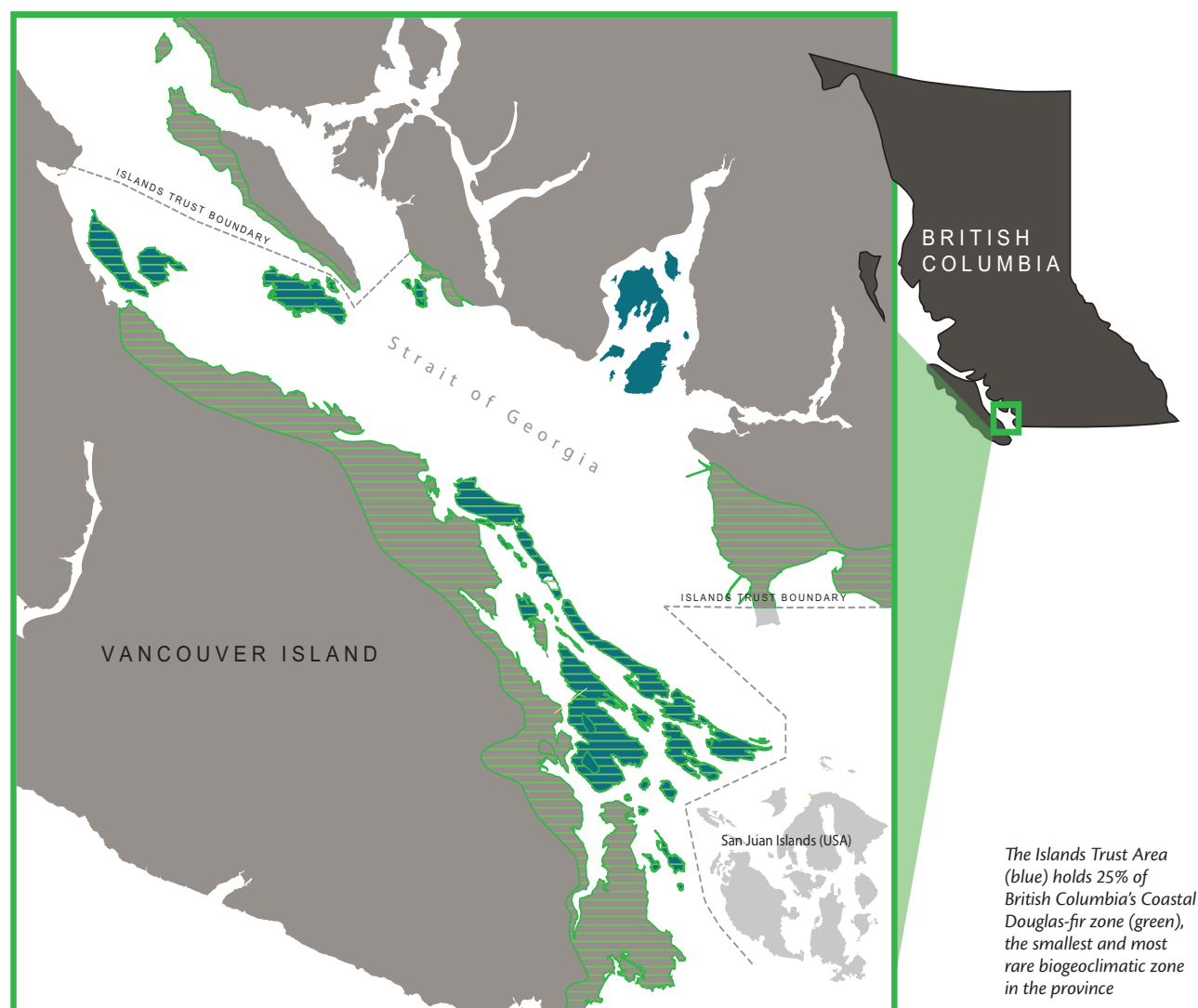


### Under the *Islands Trust Act* (Section 44)

1. the Trust Fund Board must prepare and submit to the Minister, at least once every five years, a plan for the Trust Fund respecting
  - a) policies on acquisition, management and disposal of property of the trust fund,
  - b) policies on investment of money of the trust fund,
  - c) goals for major acquisitions of property by the trust fund, and
  - d) other matters as required by the Minister
2. The Trust Fund Board must not, without the prior approval of the Minister, acquire, hold or dispose of land except in accordance with a trust fund plan under subsection (1) that has been approved by the Minister.

<sup>1</sup> The Islands Trust Council passed a resolution in 2015 supporting in principle amendment of the *Islands Trust Act* to add First Nations to the list of those with whom Islands Trust cooperates.

<sup>2</sup> The Corporate entities charged to uphold the Object of the Islands Trust include the Trust Council, the Executive Committee, thirteen local trust committees and the Trust Fund Board.



## The Mission and Vision of the Trust Fund Board

The **mission of the Islands Trust Fund** is to protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area.

The **vision of the Islands Trust Fund** is that the islands and waters of the Strait of Georgia and Howe Sound will be a vibrant tapestry of culture and ecology where humans live and work in harmony with the natural world. This special place will have a network of protected areas that preserve in perpetuity the native species and natural systems of the islands. Engaged community members and conservation partners will work together to protect large natural areas and key wildlife habitat. Viable ecosystems will flourish alongside healthy island communities.

The Islands Trust Fund has a strong desire and vision for developing improved relationships with First Nations, and recognizes there is much to learn from First Nations' about their knowledge of and connection to the land and waters of this region. The Islands Trust Fund shares the commitment of the Islands Trust to change its organizational approach to relations with the First Nations with interests in the lands and waters in the Trust Area. The goal is to move beyond formality and have interactions rooted in a sincere and genuine relationship of mutual respect and collaboration.



### 3. GOALS AND OBJECTIVES OF THE ISLANDS TRUST FUND

#### Building on Achievements

##### Protected Lands

Since its inception in 1990, the Trust Fund Board has protected 1,190 hectares (2,941 acres) of ecologically-significant natural area on the islands. As of September 2017, the Trust Fund Board has acquired 27 properties, and worked with island landholders to register 74 conservation covenants for a total of 101 protected areas. Twenty-two of these protected places are certified as Ecological Gifts by Environment and Climate Change Canada.

*In the next five years: The Islands Trust Fund will continue to refine the scientific foundation for its decision making by developing a renewed 10-year Regional Conservation Plan to ensure that the organization's time and resources are directed towards high-priority land protection projects.*

The Trust Fund Board will continue to pursue new and innovative sources of funding to ensure that it can seize time-sensitive land securement opportunities and prevent further loss of the rare and fragile ecosystems of the Islands Trust Area. The Trust Fund Board also intends to increase funding available for property management and restoration of its protected lands.

*See Appendix A for a list of properties protected by the Islands Trust Fund.*

##### Collaboration

The Islands Trust Fund works in partnership with land trusts, conservation groups, First Nations, parks agencies and others focused on conservation in the region. Islands Trust Fund staff participate in the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership, the Land Trust Alliance of British Columbia, and the Species and Ecosystems at Risk Local Government Working Group to further the organization's conservation mandate.



The Trust Fund Board supports and enhances the capacity of the local island-based land trusts by providing grants from its Opportunity Fund, working collaboratively on projects, and facilitating education and networking opportunities. The Trust Fund Board's Opportunity Fund is funded by private donations and has provided more than \$72,000 in grants to local land trusts, helping protect more than 400 additional hectares of land, since it was developed in 2005.

*In the next five years: The Islands Trust Fund will seek to establish and deepen relationships with First Nations and will work towards building trust by finding opportunities to collaborate with First Nations to integrate Traditional Ecological Knowledge management planning, reconnect youth with island ecosystems and other mutually beneficial initiatives.*

## Financial Sustainability

The administration of the Islands Trust Fund is funded by the Islands Trust Council, through property taxes collected from the residents and landholders of the Islands Trust Area. Land securement and any other projects outside of core operations must be funded through external sources, including grants and private donations.

During development of a communications strategy in 2010, stakeholder research clearly identified that the name Islands Trust Fund created confusion about the purpose of the organization and was an impediment to effective fundraising and organizational development. This confirmed for the Trust Fund Board that an amendment to the *Islands Trust Act* to change the name and corporate structure of the agency would be necessary to fully realize the organization's potential. Several prospective names were reviewed by the Board, and after thoughtful consideration and focus group testing, the name **Islands Trust Conservancy** was selected. The name maintains the connection to the Islands Trust, but better reflects the land conservation function of the organization.

The Chair of the Islands Trust Council, on behalf of the Trust Fund Board, has requested changes to the *Islands Trust Act* that would simplify the corporate structure of the organization under the name **Islands Trust Conservancy**. The Trust Fund Board is confident that this would greatly assist efforts to develop the organization's brand, communicate and fundraise more effectively, and improve operational efficiencies.

Until a legislative change is achieved, the Islands Trust Fund will strive to improve outreach and effectiveness as a fundraising agency with the current name and structure.

A new website (2012) helped to establish a new brand identify for the Islands Trust Fund and enabled online donations. In 2013, the Islands Trust Fund developed a legacy gift program (also known as planned giving) to provide potential donors with information on legacy gift options.

In 2009 the Trust Fund Board established the Covenant Management and Defence Fund to help provide for the long-term stewardship needs of covenant lands. The fund currently holds over \$100,000.

The Trust Fund Board holds two geographically-restricted funds dedicated to land acquisition, the Lasqueti Island Acquisition Fund and the Gambier Island Acquisition Fund, and has guidelines to assist with the future development of other geographically restricted funds.

*In the next five years:* The Trust Fund Board plans to increase its effectiveness as a fundraising organization by collaborating with the Ministry of Municipal Affairs and Housing to achieve its name and corporate structure change.

The board will continue to promote legacy gifts as a way to fund the protection and stewardship of ecologically significant lands in the region.



Frog Haven  
NAPTEP covenant,  
Salt Spring Island

## Encouraging Private Land Stewardship

The Trust Fund Board's innovative tax incentive program for private landholders to place conservation covenants on their properties, the Natural Area Protection Tax Exemption Program (NAPTEP), is now available throughout the Islands Trust Area, with Bowen Island Municipality signing on to the program in 2015. The program provides a permanent 65% reduction on property taxes on the portion of an eligible property protected by a conservation covenant. Islands Trust Fund staff have also been working with Ministry of Environment staff and the Land Trust Alliance of BC to explore the feasibility of an incentive program for the rest of BC to assist with the protection of species and ecosystems at risk.

*In the next five years: The Islands Trust Fund will continue to promote its programs to island landholders, focusing its outreach efforts on the highest priority landscapes. The Trust Fund Board will welcome conversations with the provincial and federal governments about new or innovative tools that might motivate increased land stewardship in this region and will look to these governments for to partner on such programs.*

## Planning for Regional Conservation

The Regional Conservation Plan is the tool used by the Trust Fund Board to focus its resources on areas with the highest biodiversity values and greatest need for conservation. It can also be used by Islands Trust decision makers to support ecologically responsible land use planning. The Board has designed the Regional Conservation Plan as an information resource for citizens and organizations working towards conservation of biodiversity within the Islands Trust Area.

In December 2010, the Trust Fund Board approved a five-year Regional Conservation Plan (2011-2015). In 2014, the Regional Conservation Plan was extended until the end of 2017. The drafting of a new 10-year plan is currently underway, with approval by the Trust Fund Board anticipated for January 2018.



Mount Artaban Nature Reserve,  
Gambier Island



Based on scientific information and local knowledge, the Regional Conservation Plan identifies areas of interest for conservation within the Islands Trust Area and strategies for achieving better levels of land conservation. Some of the strategies involve land acquisition and conservation covenants with willing landholders. Other strategies involve working with First Nations, partner agencies, local trust committees and Bowen Island Municipality to increase our knowledge base, encouraging protection of ecologically significant land within the Islands Trust Area and managing existing conservation lands effectively.

## Goals of the 2018-2027 Regional Conservation Plan

The draft 2018-2027 Regional Conservation Plan sets out four high level long-term goals that reflect the enduring ambitions of the Islands Trust Fund to work with island land holders and conservation partners to protect the rich biodiversity of the Islands Trust Area:

### 1. Identify, investigate and communicate about important natural areas to generate action on conservation priorities

In order to contribute to effective conservation of biodiversity and ecological integrity in the Islands Trust Area the Islands Trust Fund needs an understanding of the status of ecosystems and species in the region. Additionally, the Trust Fund Board manages over 1,200 hectares of land and can use data to improve and inform its land stewardship. The Islands Trust Fund will continue to invest in research and data acquisition that supports the conservation of island ecosystems.

### 2. Strengthen relationships with First Nations to identify and collaborate on shared conservation goals

The Islands Trust Area is in the traditional territories of many First Nations. As part of its current practice, the Trust Fund Board invites comment from First Nations in management planning processes and refers public conservation proposals to First Nations where archaeological sites are identified. The Islands Trust Fund seeks to establish and deepen relationships with First Nations and will work towards building trust and finding opportunities to collaborate with First Nations on projects where there are opportunities for shared benefits.

### 3. Continue to secure and manage Trust Fund Board lands and conservation covenants to maximize ecological integrity

The core work of the Islands Trust Fund is to maintain and contribute to protected area networks which preserve ecological function and high levels of biodiversity in the Islands Trust Area. The Trust Fund Board will continue to acquire new nature reserves and conservation covenants as well as use other tools for conserving nature while ensuring that it cares for the lands that it is trusted to manage. Securing adequate funding to pursue new acquisitions as well as manage all protected lands responsibly will be an area of considerable focus for the Islands Trust Fund.



Volunteer clean up at  
Kwel Nature Reserve,  
Lasqueti island

#### 4. Continue to build internal and shared organizational strength and resilience to ensure long-term nature conservation in the Islands Trust Area

The Islands Trust Fund was established in 1990. It has been a consistent presence in conservation of species and ecosystems in the Islands Trust area for almost thirty years. As it moves into the fourth decade of its work, the Islands Trust Fund will ensure that it is can responsibly care for its management responsibilities and participate effectively in partnership opportunities into the future. It will also work to be resilient enough to gracefully navigate change, both on the landscape and as an organization.

The 2018-2027 Regional Conservation Plan will be posted to the Islands Trust Fund website once approved: [www.islandstrustfund.bc.ca](http://www.islandstrustfund.bc.ca)



Wallace Point NAPTEP covenant,  
North Pender Island



## 4. TRUST FUND BOARD POLICIES

Below is a summary of key Trust Fund Board policies affecting the public interest. A full list of policies, hyperlinked to the Islands Trust Fund website, can be found in Appendix B.

### Section 1: Fundraising, Investment and Financial Accountability

#### General Accounting

The financial transactions of the Trust Fund Board are managed using standard accounting procedures and are subject to an annual independent audit. The Audited Financial Statements of the Islands Trust Fund are available on its website.

To ensure financial accountability, the Trust Fund Board will:

- follow the purchasing procedure established by the Islands Trust Council;
- require prior approval of the Board for expenditures in excess of \$5,000 unless a prior resolution from the Board approves a plan, project or policy authorizing such an expenditure;
- require all financial transactions related to approved projects to be authorized by the Islands Trust Fund Manager;
- direct the Islands Trust Fund Manager to act on behalf of the Trust Fund Board to oversee the management of the bank accounts and investments of the Board; and,
- review an updated financial report at each regular Board meeting.

The Trust Fund Board will not incur any liabilities without the prior approval of the Minister responsible for the Islands Trust.

#### Fundraising and Investment of Funds

The Islands Trust Council approves an annual budget for the administrative operations of the Trust Fund Board. This funding covers operating expenses including, but not limited to, board meetings and training, staff salaries and benefits, conservation planning, land and covenant negotiations, communications, legal counsel and property management costs. However, the operating budget is not used for direct acquisition of properties (i.e. purchase costs). Accordingly, to purchase land or contribute to acquisitions by other agencies, the Trust Fund Board must raise additional funds. The *Islands Trust Act* provides the Board with the ability to raise funds in a variety of ways.

The Board and staff will solicit funds for the purposes outlined in existing Fund Guidelines<sup>3</sup> and Fund Agreements<sup>4</sup>. The Board will not solicit funds for purposes outside of those approved in Fund Guidelines or Fund Agreements unless it has first reviewed and approved the additional fundraising activity. The Board currently manages nine funds.



Fairy Fen Nature Reserve,  
Bowen Island

<sup>3</sup> As of September 2017, the Trust Fund Board has Fund Guidelines for the following funds: Opportunity Fund, Geographically Restricted Funds, and Covenant Management and Defence Fund.

<sup>4</sup> Fund Agreements are negotiated agreements with donors regarding the specific use of a restricted donation.

The Trust Fund Board will not engage in commission-based fundraising, and will not employ contractors utilizing this method for fundraising activities.

The Trust Fund Board routinely requests cash endowments with land conservation projects associated with development applications. The Board invests these endowments only in accordance with the requirements of the *Trustee Act* for the investment of trust property by a trustee. The Board ensures that it invests only in forms of property or security in which a prudent investor might invest, and which enable retrieval of the full investment if required.

The Trust Fund Board is a corporation that is, for all purposes, an agent of the provincial government, and accordingly is a qualified donee and can issue receipts for income tax purposes for donations. The Trust Fund Board is exempt from paying property taxes on its lands.

## Section 2: Acquisition, Management and Disposition of Property

### General

Under the *Islands Trust Act*, the Trust Fund Board can accept donations and grants of land, conservation covenants, cash, securities and other real property in support of the protection of the Islands Trust Area. The Trust Fund Board is an approved recipient of gifts of land and interests in land through Environment and Climate Change Canada's Ecological Gifts Program.

When considering proposals, the Board will give priority to those proposals that protect larger areas of land, and may defer or decline smaller proposals. The Board will only consider accepting covenants and land acquisitions of less than two hectares (4.9 acres) if specific significant features are present.

The Board will assess the need for the ongoing management and future legal defence of conservation properties and may, as part of an approval, request or require an endowment or restricted donation to cover management and defence costs associated with the land or covenant.

### Land Acquisition

The Board will normally only consider the acquisition of lands that meet the Board's definition of Nature Reserve: *an area that has been set aside because it has regionally significant natural ecosystems (landscape units with little or no human development) and may contain nationally and provincially identified ecosystems and species that are considered endangered, threatened or of special concern. The primary purpose of a Nature Reserve is the preservation and protection of the natural ecosystem. The size of a Nature Reserve should be sufficient to ensure that these ecosystems remain viable over the long term. Activities permitted on a nature reserve will have minimal impact on the land and in general will only include hiking and only in areas that are considered not sensitive to this activity. The location and extent of hiking trails will be determined through the management plan process.*



Moore Hill Nature Reserve,  
Thetis Island

With every land acquisition proposal, the Board will evaluate any risks that may hamper the Board's ability to protect the land's natural values in perpetuity. The Board will only consider accepting land that needs extensive ecological restoration or substantial management if:

- a) the Board has adequate staff resources to manage the on-going requirements;
- b) a substantial cash donation that is adequate to cover on-going restoration and/or management costs is provided; or,
- c) the Board has adequate funds available to undertake immediate restoration and/or management requirements.

The Board will not accept or acquire any lands where there is an obligation to maintain buildings or structures. The Board may accept and acquire lands that have buildings on-site that can be removed or maintained at the Board's discretion.

As a further measure of protection, wherever possible, the Trust Fund Board will develop and register a conservation covenant on each of its nature reserves if an appropriate conservation agency can be found to hold the covenant and if the values on the land warrant the investment of staff time and legal fees.

## Conservation Covenants

The Trust Fund Board will encourage landholders within ecologically significant areas or with significant characteristics or values to protect their land using binding conservation covenants and will work with interested land holders to achieve protection of significant areas.

The Trust Fund Board will continue to work with Trust Council to promote and administer the Natural Area Protection Tax Exemption Program (NAPTEP). The program provides a property tax incentive for land holders who register conservation covenants on their lands to protect the natural features and values of their properties.

The Trust Fund Board may refuse to acquire properties with existing conservation covenants or other charges on title that include rent charges<sup>5</sup>. Rent charges will not be included in covenants to be registered on Trust Fund Board owned properties as the Board cannot incur liabilities without ministerial approval.

## Management of Property and Covenants

The acquisition of land or registration of conservation covenants does not by itself guarantee the long-term protection of significant features and values. Active management of protected areas is also necessary. The Trust Fund Board's primary objectives in managing its properties are to protect public safety and ecological values. Lands held by the Trust Fund Board are not parks but are nature reserves and nature sanctuaries, and this concept is considered in acquisition discussions, management planning, insurance and land use zoning.



Little D'Arcy Island  
NAPTEP covenant

<sup>5</sup> "Rent charge" is similar to a fine and is a charge registered against the land to enable enforcement of a breach of a covenant agreement.



Western tanager

In order to effectively manage ecologically significant areas, the Trust Fund Board works cooperatively with landholders, contractors, partner conservation groups and various government agencies.

Qualified staff and contractors develop management plans for all lands held by the Trust Fund Board. Management plans are used to provide long-term direction regarding allowable public use, the reduction of risk to public safety, and the reduction of risk to ecological values and other significant features.

When the Trust Fund Board receives donations of land, it consults with the donor(s) regarding any specific wishes they might have for the property and considers these wishes in the management planning process.

Generally, management plans will address the following matters:

- purpose and objectives for the site;
- background information including the site history and First Nations context;
- environmental inventory;
- management issues such as the extent and nature of protection required, appropriate uses and level of use, research guidelines, risk management, special needs at the site;
- strategies and actions to achieve the purpose and objectives for the site and to address management issues and needs; and
- traditional use and protection of cultural/archaeological sites.

The Trust Fund Board will seek assistance from local community groups to implement management plans and, where appropriate, will request such groups to enter into contracts with the Islands Trust Fund regarding management operations and responsibilities.

The Trust Fund Board monitors all of its lands and covenanted areas regularly to assess the character and key features of the sites, evaluate the effectiveness of the management program, identify any new issues that need to be addressed by the Board or the management group, and identify and respond to any breaches to the terms of a covenant.

The Trust Fund Board will request, where necessary, that the Local Trust Committee or Island Municipality rezone Trust Fund Board lands to the most appropriate designation and zone for nature protection when it is reviewing its Official Community Plan and/or Land Use Bylaw and will work with the Local Trust Committee to determine the most appropriate designation and zone.

## Disposition of Property

The Trust Fund Board intends to maintain its protected areas in perpetuity. However, there are circumstances where the Trust Fund Board will consider transferring property (or interests in a property, such as a conservation covenant) it has acquired to another agency.



If the Trust Fund Board receives an unrestricted donation of land with little or no ecological value, and if no other barriers to disposition exist, the Trust Fund Board may sell the land and use the proceeds to further its conservation objectives.

If the Trust Fund Board receives a proposal to transfer an ecologically significant property (or an interest in land) to another conservation agency, and determines that there is no legal barrier to transfer and that the proposal is worthy of consideration, the Trust Fund Board will direct staff to conduct and prepare a thorough assessment of the proposal for consideration by the Board.

The Trust Fund Board will only dispose of a fee simple title or an interest in ecologically significant land if it can be determined that the recipient agency has the expertise and long-term financial resources to manage the property or interest as well as, or better than, the Board. If the land, or interest in land, was acquired as an Ecological Gift, prior written authorization from Environment Canada must be received before proceeding with a disposition.

When considering a transfer of ecologically significant land, the Trust Fund Board may:

- a) transfer the land on condition that it be used for conservation purposes, or transfer the land as determinable fee simple providing that the land will revert to the Trust Fund Board if the land is no longer being used for the specified purposes.
- b) register a conservation covenant on title to the land before the transfer, to ensure the protection of the land's ecological values, provided an appropriate agency can be found to hold the covenant, and the recipient agency has the legal authority to accept the encumbrance.

The Board will consider the following tools to ensure that any transferred land and associated values will be protected in perpetuity for the residents of the Trust Area and the people of British Columbia:

- a) The Trust Fund Board may transfer land on condition that it be used for conservation purposes, or transfer land as determinable fee simple providing that the land will revert to the Trust Fund Board if the land is no longer being used for the specified purposes.
- b) The Trust Fund Board may register a conservation covenant on title to land before a transfer, to ensure the protection of the land's ecological values, provided an appropriate agency can be found to hold the covenant, and the recipient agency has the legal authority to accept the encumbrance.



Fischer Covenant,  
Hornby Island



Top: Strand-Dohan Covenant,  
Saturna Island

Below: Brooks Point Regional  
Park Covenant,  
South Pender Island

## Section 3: Communication, Cooperation and Liaison

### Communication

Trust Fund Board members and Islands Trust Fund staff conduct activities in a manner that enhances the Islands Trust Fund's reputation as an organization that works proactively, constructively and collaboratively to advance the Islands Trust Fund Board Five-Year Plan.

The Trust Fund Board's land conservation negotiations are confidential and will be treated as such by all Board members and staff of the Islands Trust Fund. Generally, information about on-going covenant and land donation projects will not be discussed or announced publicly until the project is complete, unless the project is associated with a development application, or the applicant has specified that the project may be discussed publically.

### Collaboration

The Islands Trust Fund works collaboratively with other agencies, First Nations and individuals to promote conservation in the Islands Trust area. Staff and Board members participate regularly in partnerships with various levels of government, non-profit organizations, community groups and other agencies to further preservation of nature in the Islands Trust Area. The Trust Fund Board wishes to maintain good communications with First Nations and other agencies working in the region. The approach to First Nations engagement will be consistent with Islands Trust First Nations Engagement Principles Policy 6.1.i.

### Advocacy

The Trust Fund Board will ensure that its advocacy positions are consistent with the Islands Trust Fund Board Five-Year Plan and Islands Trust Policy 6.10.iii (Advocacy Policy) and are supported by a resolution of the Trust Fund Board. Advocacy letters from the Trust Fund Board to elected officials will be signed by a Trust Fund Board member.



## 5. CONCLUSION

Guided by the Regional Conservation Plan, the Trust Fund Board will continue to pursue its mandate in accordance with its policies and in partnership with individuals, island communities and First Nations, as well as local, regional, provincial and national conservation and government agencies.

The Board will continue to strive for organizational excellence, and to eliminate barriers to its continued success. With excellent working relationships with the island-based and regional land trusts and strong connections to local and regional governments, the Islands Trust Fund is well positioned to take a lead role in the protection of the ecologically significant areas found in Canada's islands in the Salish Sea.

The Trust Fund Board looks forward to the next five years of conservation successes, inspired by the generosity and perseverance of our partners, collaborators and supporters, and the endless beauty of fragile island ecosystems.



Medicine Beach Nature Sanctuary  
North Pender Island

## APPENDIX A: List of Islands Trust Fund protected areas, by fiscal year

| FISCAL YEAR      | PROPERTY NAME                           | HECTARES PROTECTED | ISLAND              |       |
|------------------|-----------------------------------------|--------------------|---------------------|-------|
| <b>1992-1993</b> |                                         |                    |                     |       |
| Nov. 1992        | Scott Covenant Lands                    | 1.00               | Salt Spring         |       |
| Dec. 1992        | Inner Island Nature Reserve             | 9.40               | Denman              |       |
| Dec. 1992        | Deep Ridge Nature Reserve               | 14.20              | Salt Spring         |       |
|                  |                                         |                    | Hectares Protected: | 24.60 |
| <b>1993-1994</b> |                                         |                    |                     |       |
| Jun. 1993        | Enchanted Forest Regional Park Covenant | 4.20               | South Pender        |       |
| Dec. 1993        | Coats Millstone Nature Reserve          | 0.25               | Gabriola            |       |
| Feb. 1994        | Cunningham Covenant                     | 12.17              | Salt Spring         |       |
| Feb. 1994        | Cyril Cunningham Nature Reserve         | 3.95               | Salt Spring         |       |
|                  |                                         |                    | Hectares Protected: | 20.57 |
| <b>1995-1996</b> |                                         |                    |                     |       |
| Jun. 1995        | Medicine Beach Nature Sanctuary         | 8.00               | North Pender        |       |
|                  |                                         |                    | Hectares Protected: | 8.00  |
| <b>1996-1997</b> |                                         |                    |                     |       |
| Jun. 1996        | Lower Mt. Erskine Nature Reserve        | 22.00              | Salt Spring         |       |
| Mar. 1997        | Tate Covenant                           | 72.20              | Salt Spring         |       |
|                  |                                         |                    | Hectares Protected: | 94.20 |
| <b>1997-1998</b> |                                         |                    |                     |       |
| Jan. 1998        | Cable Bay Covenant                      | 61.51              | Galiano             |       |
| Jan. 1998        | Kwel Nature Sanctuary                   | 21.00              | Lasqueti            |       |
|                  |                                         |                    | Hectares Protected: | 82.51 |
| <b>1998-1999</b> |                                         |                    |                     |       |
| Jun. 1998        | South Winchelsea Island Covenant        | 10.28              | South Winchelsea    |       |
| Mar. 1999        | Reid Chapman Covenant                   | 0.54               | Gabriola            |       |
| Mar. 1999        | Ledingham Covenant                      | 1.10               | North Pender        |       |
|                  |                                         |                    | Hectares Protected: | 11.92 |
| <b>1999-2000</b> |                                         |                    |                     |       |
| Jun. 1999        | Retreat Island Covenant                 | 1.60               | Galiano             |       |
| Jul. 1999        | McIntyre Covenant                       | 1.20               | Bowen               |       |
| Nov. 1999        | Dennis Covenant                         | 0.40               | North Pender        |       |
| Dec. 1999        | Singing Woods Nature Reserve            | 9.00               | Bowen               |       |
| Dec. 1999        | Terminal Creek Covenant North           | 0.30               | Bowen               |       |
| Dec. 1999        | Terminal Creek Covenant South           | 0.85               | Bowen               |       |
| Jan. 2000        | Brooks Point Regional Park Covenant     | 4.00               | South Pender        |       |
|                  |                                         |                    | Hectares Protected: | 17.35 |

**2000-2001**

|           |                                  |       |                     |       |
|-----------|----------------------------------|-------|---------------------|-------|
| Dec. 2000 | Floating Cattails Marsh Covenant | 1.92  | Saturna             |       |
| Dec. 2000 | Strand-Dohan Covenant            | 0.52  | Saturna             |       |
| Feb. 2001 | Trincomali Nature Sanctuary      | 12.00 | Galiano             |       |
|           |                                  |       | Hectares Protected: | 14.44 |

**2001-2002**

|           |                                |       |                     |        |
|-----------|--------------------------------|-------|---------------------|--------|
| Jun. 2001 | Lindsay Dickson Nature Reserve | 52.40 | Denman              |        |
| Jul. 2001 | Green Frog Farm Covenant       | 24.30 | Galiano             |        |
| Jul. 2001 | Longini Covenant               | 8.00  | Galiano             |        |
| Aug. 2001 | Burnt Snag Covenant            | 6.60  | Sidney              |        |
| Aug. 2001 | Dragonfly Pond Covenant        | 4.40  | Sidney              |        |
| Aug. 2001 | Kingfisher Pond Covenant       | 1.40  | Sidney              |        |
| Aug. 2001 | Sandbanks Covenant             | 3.01  | Sidney              |        |
| Aug. 2001 | Sunrise Covenant               | 0.47  | Sidney              |        |
| Aug. 2001 | Windthrow Covenant             | 26.60 | Sidney              |        |
| Aug. 2001 | Woodpecker Pond Covenant       | 0.94  | Sidney              |        |
| Oct. 2001 | Lot 31 Covenant                | 67.43 | Salt Spring         |        |
| Jan. 2002 | Ruffed Grouse Covenant         | 11.5  | Salt Spring         |        |
| Feb. 2002 | Ruby Alton Nature Reserve      | 1.60  | Salt Spring         |        |
| Feb. 2002 | Horton Bayviary Nature Reserve | 0.52  | Mayne               |        |
|           |                                |       | Hectares Protected: | 209.17 |

**2002-2003**

|            |                                 |       |                     |        |
|------------|---------------------------------|-------|---------------------|--------|
| Aug. 2002  | Keough Covenant                 | 0.66  | Salt Spring         |        |
| Sept. 2002 | Where 'Ere You Walk Covenant    | 0.34  | Salt Spring         |        |
| Dec. 2002  | Winter Wren Wood Covenant       | 2.50  | Denman              |        |
| Jan. 2003  | Loretta's Wood Nature Reserve** | 40.00 | North Pender        | -40.00 |
| Mar. 2003  | Manzanita Ridge Covenant        | 20.00 | Salt Spring         |        |
|            |                                 |       | Hectares Protected: | 63.50  |

**2003-2004**

|           |                           |       |                     |       |
|-----------|---------------------------|-------|---------------------|-------|
| Dec. 2003 | Cottonwood Creek Covenant | 4.31  | North Pender        |       |
| Dec. 2003 | Treetop Covenant          | 10.22 | Sidney              |       |
| Feb. 2004 | Old Point Farm Covenant   | 8.89  | Saturna             |       |
|           |                           |       | Hectares Protected: | 23.42 |

**2004-2005**

|           |                                   |       |                     |       |
|-----------|-----------------------------------|-------|---------------------|-------|
| May 2004  | Laughlin Lake Covenant            | 11.00 | Galiano             |       |
| May 2004  | Sharp-tailed Snake Covenant       | 0.03  | North Pender        |       |
| Jan. 2005 | Brigade Bay Bluffs Nature Reserve | 5.14  | Gambier             |       |
| Jan. 2006 | Long Bay Wetland Nature Reserve   | 38.00 | Gambier             |       |
|           |                                   |       | Hectares Protected: | 54.17 |

\*\*transfer of Loretta's Wood to Parks Canada, March 2005

**2005-2006**

|           |                                |       |                     |        |
|-----------|--------------------------------|-------|---------------------|--------|
| Mar. 2005 | Meadow Valley Covenant         | 1.40  | Thetis              |        |
| Nov. 2005 | Bachmann Covenant              | 2.07  | Gabriola            |        |
| Oct. 2005 | Shacum Covenant                | 4.00  | Salt Spring         |        |
| Oct. 2005 | Walter Bay NAPTEP Covenant     | 2.38  | Salt Spring         |        |
| Oct. 2005 | Owls Call NAPTEP Covenant      | 3.31  | Salt Spring         |        |
| Oct. 2005 | Leader NAPTEP Covenant         | 1.80  | Salt Spring         |        |
| Oct. 2005 | Arthur Lineham NAPTEP Covenant | 23.69 | Salt Spring         |        |
| Dec. 2005 | Mount Trematon Nature Reserve  | 57.87 | Lasqueti            |        |
| Jan. 2006 | Morrison Marsh Nature Reserve  | 51.73 | Denman              |        |
|           |                                |       | Hectares Protected: | 148.25 |

**2006-2007**

|           |                                               |       |                     |        |
|-----------|-----------------------------------------------|-------|---------------------|--------|
| May 2006  | Vogt Covenant                                 | 29.74 | Salt Spring         |        |
| May 2006  | Elder Cedar (S'ul-hween X'pey) Nature Reserve | 64.67 | Gabriola            |        |
| Jul. 2006 | Little D'Arcy NAPTEP Covenant                 | 8.15  | North Pender LTA    |        |
| Oct. 2006 | Barrineau NAPTEP Covenant                     | 1.76  | Galiano             |        |
| Nov. 2006 | David Otter Nature Reserve                    | 3.04  | Bowen               |        |
|           |                                               |       | Hectares Protected: | 107.36 |

**2007-2008**

|           |                            |      |                     |      |
|-----------|----------------------------|------|---------------------|------|
| Aug. 2007 | Oscar's Landing Covenant   | 0.69 | North Pender        |      |
| Aug. 2007 | Richardson NAPTEP Covenant | 1.75 | Salt Spring         |      |
| Oct. 2007 | My Whim NAPTEP Covenant    | 2.20 | Salt Spring         |      |
| Oct. 2007 | Polden NAPTEP Covenant     | 3.39 | Salt Spring         |      |
|           |                            |      | Hectares Protected: | 8.03 |

**2008-2009**

|           |                              |        |                     |        |
|-----------|------------------------------|--------|---------------------|--------|
| May. 2008 | Mount Artaban Nature Reserve | 107.00 | Gambier             |        |
| Oct. 2008 | Wennanec NAPTEP Covenant     | 1.64   | Salt Spring         |        |
| Oct. 2008 | Frog Haven NAPTEP Covenant   | 3.60   | Salt Spring         |        |
| Oct. 2008 | Woodwinds NAPTEP Covenant    | 0.76   | North Pender        |        |
| Oct. 2008 | Lot 16 NAPTEP Covenant       | 0.31   | North Pender        |        |
| Oct. 2008 | Lot A NAPTEP Covenant        | 0.95   | North Pender        |        |
|           |                              |        | Hectares Protected: | 114.26 |

**2009-2010**

|           |                               |      |                     |       |
|-----------|-------------------------------|------|---------------------|-------|
| Oct. 2009 | Steil's Woods NAPTEP Covenant | 1.49 | North Pender        |       |
| Nov. 2009 | Westbourne NAPTEP Covenant    | 1.69 | Galiano             |       |
| Mar. 2010 | McRae NAPTEP Covenant         | 7.37 | Gabriola            |       |
|           |                               |      | Hectares Protected: | 10.55 |

**2010-2011**

|           |                           |       |                     |       |
|-----------|---------------------------|-------|---------------------|-------|
| Jul. 2012 | Fairy Fen Nature Reserve  | 18.10 | Bowen               |       |
| Oct. 2010 | Frog Song Forest Covenant | 1.78  | North Pender        |       |
|           |                           |       | Hectares Protected: | 19.88 |



**2011-2012**

|           |                                 |       |                     |       |
|-----------|---------------------------------|-------|---------------------|-------|
| Nov. 2011 | John Osland Nature Reserve      | 66.37 | Lasqueti            |       |
| Aug. 2011 | Lot 44 (Ogden Road)             | 0.76  | North Pender        |       |
| Dec. 2011 | Great Beaver Swamp Covenant     | 10.20 | Galiano             |       |
| Sep. 2011 | Lot 45 (Ogden Road) Covenant    | 0.86  | North Pender        |       |
| Oct. 2011 | Lot 16 addition NAPTEP Covenant | 0.18  | North Pender        |       |
| Oct. 2011 | Garry Oaks NAPTEP Covenant      | 0.50  | North Pender        |       |
|           |                                 |       | Hectares Protected: | 78.87 |

**2012-2013**

|           |                                       |      |                     |      |
|-----------|---------------------------------------|------|---------------------|------|
| Oct. 2012 | Nighthawk Hill NAPTEP Covenant        | 0.91 | North Pender        |      |
| Oct. 2012 | Myra Powers NAPTEP Covenant           | 4.69 | Hornby              |      |
| Oct. 2012 | Valens Brook Nature Reserve           | 3.74 | Denman              |      |
| Dec. 2012 | Laughlin Lake Nature Reserve addition | 0.50 | Galiano             |      |
|           |                                       |      | Hectares Protected: | 9.84 |

**2013-2014**

|           |                                  |       |                     |       |
|-----------|----------------------------------|-------|---------------------|-------|
| Apr. 2013 | Mount Tuam Covenant              | 13.40 | Salt Spring         |       |
| Apr. 2013 | Vanilla Leaf Land Nature Reserve | 40.50 | Galiano             |       |
| May 2013  | Burren's Acres Nature Reserve    | 2.03  | Gabriola            |       |
| Sep. 2013 | Stanley Point Covenant (Lot 21)  | 1.31  | North Pender        |       |
|           |                                  |       | Hectares Protected: | 57.24 |

**2014-2015**

|           |                                 |      |                     |      |
|-----------|---------------------------------|------|---------------------|------|
| Sep. 2014 | Old Divide NAPTEP Covenant      | 0.81 | Salt Spring         |      |
| Oct. 2014 | McFadden Creek Nature Sanctuary | 5.09 | Salt Spring         |      |
| Feb. 2015 | Goldenback Fern Covenant        | 0.29 | Salt Spring         |      |
|           |                                 |      | Hectares Protected: | 6.19 |

**2015-2016**

|           |                               |      |                     |       |
|-----------|-------------------------------|------|---------------------|-------|
| May 2015  | Finlay Lake Covenant          | 6.73 | Galiano             |       |
| Oct. 2015 | Wallace Point NAPTEP Covenant | 1.63 | North Pender        |       |
| Nov. 2015 | Clam Bay Farm Covenant        | 8.26 | North Pender        |       |
|           |                               |      | Hectares Protected: | 16.62 |

**2016-2017**

|           |                           |       |                     |       |
|-----------|---------------------------|-------|---------------------|-------|
| Aug. 2016 | Fischer Covenant          | 6.12  | Hornby              |       |
| Feb. 2017 | Moore Hill Nature Reserve | 21.04 | Thetis              |       |
| Mar. 2017 | Isabella Point Covenant   | 2.15  | Salt Spring         |       |
|           |                           |       | Hectares Protected: | 29.31 |

**Total Hectares Protected: 1190.25**

Notes: Properties called Nature Reserves or Nature Sanctuaries are owned by the Trust Fund Board.

NAPTEP - Natural Area Protection Tax Exemption Program

## APPENDIX B: Complete List of Trust Fund Board Policies

### SECTION 1 ORGANIZATIONAL

TFB Bylaw #1 [A Bylaw to Regulate the Meetings of the Trust Fund Board](#)

- 1.1 [Trust Fund Board Member Appointments, Reappointments and Elections Policy](#)
- 1.2 [Election of Chair](#)
- 1.3 [Trust Fund Board Roles and Responsibilities](#)
- 1.4 [Board Standards of Conduct Policy](#)
- 1.5 [Board Member Attendance and Participation and Member Removal](#)
- 1.6 [Annual Budget Submissions Policy](#)
- 1.7 [Fundraising and Donation Policy](#)
- 1.9 [Funds For Partnership Acquisition Projects Policy](#)

### SECTION 2 LAND TRANSACTIONS AND PROPERTY MANAGEMENT

- 2.1 [Board Approval of Projects and Transactions Policy](#)
- 2.2 [Assessing Conservation Proposals](#)
- 2.3 [Acquisition and Management of Land](#)
- 2.4 [Conservation Covenants](#)
- 2.5 [Natural Area Protection Tax Exemption Covenants](#)
- 2.6 [Heritage Forest Land Acquisition and Protection Policy](#)
- 2.7 [Disposition of Land Policy](#)
- 2.8 [Covenant Enforcement Policy](#)
- 2.9 [Management Plan Costs Policy](#)

### SECTION 3 COMMUNICATIONS, COOPERATION AND LIAISON

- 3.1 [Islands Trust Fund and Local Planning Services Coordination](#)
- 3.2 [Communicating Information Regarding Covenant and Acquisition Projects Policy](#)
- 3.3 [Relationships with External Groups Policy](#)
- 3.4 [TFB Role in Partnership Acquisition Projects Policy](#)
- 3.5 [Policy on Consulting Trust Council, Local Trust Committees, Island Municipalities, and Local Trustees on Trust Fund Board Matters](#)
- 3.6 [Research Policy](#)
- 3.7 [Freedom of Information and Protection of Privacy – Routinely Released Information Policy](#)
- 3.8 [Freedom of Information and Protection of Privacy Policy](#)
- 3.9 [Freedom of Information and Protection of Privacy Policy – Designation of Head & Fees](#)





## ISLANDS TRUST FUND

200-1627 Fort Street, Victoria, BC V8R 1H8

Phone: 250-405-5186

Toll Free via Enquiry BC: 1-800-663-7867

In Vancouver: 604-660-2421

Website: [www.islandstrustfund.bc.ca](http://www.islandstrustfund.bc.ca)

Email: [itfmail@islandstrust.bc.ca](mailto:itfmail@islandstrust.bc.ca)



# BRIEFING

---

|                 |                                           |                            |                   |
|-----------------|-------------------------------------------|----------------------------|-------------------|
| <b>To:</b>      | Trust Council                             | <b>For the Meeting of:</b> | December 5, 2017  |
| <b>From:</b>    | Executive Committee                       | <b>Date Prepared:</b>      | November 14, 2017 |
| <b>SUBJECT:</b> | Policy Statement amendment project update |                            |                   |

---

**PURPOSE:** To brief Trust Council on Executive Committee decisions related to the Policy Statement amendment project.

**BACKGROUND:**

On November 22, 2017, the Executive Committee, after receiving advice and input from the Trust Programs Committee, adopted an engagement plan for the Policy Statement amendment project.

This engagement plan will support and complement the activities in Trust Council's First Nations and Public Engagement Project Charter adopted in December 2016. The engagement plan includes two streams of engagement: one for First Nations and one for the general public, including a special session for youth at the Salt Spring High School. A focus will be on raising the profile of Islands Trust generally as well as seeking input on the Policy Statement.

The First Nations engagement component will be focused on relationship development. The project will act as a vehicle for inviting First Nation representatives to open a dialogue about strategic direction for Islands Trust. It is anticipated that the initial meetings will likely focus on how to engage, communication expectations, and how to ensure that the leadership of participating Nations fully understands the purpose of the work, as this will set the stage for ongoing Policy Statement amendment discussions and other strategic governance tools. The intention is that no topic would be off limits. The Islands Trust will offer to pay First Nations \$150 per meeting plus travel costs associated with attending project meetings. There is no plan at this time to make a similar offer for other referral processes in future. This is a novel approach which would put Islands Trust among one of the first local governments in BC to take this approach.

The engagement with First Nations would begin before public engagement activities and continue throughout the entire project, and would ideally include First Nations participation in the public engagement activities. Because this is a new approach with no pre-conceived process or timeline, the scheduling for the start of public engagement is uncertain, although the public will be kept informed about the First Nations engagement process. The tentative timeline in the engagement plan has public engagement beginning in April 2018 with the project completing in May 2019. The proposed First Nations engagement approach presupposes that the project timelines and activities will be responsive to feedback from First Nations about process and discussion topics.

The engagement plan offers a significant opportunity for the Islands Trust to undertake relationship-building with First Nations, however, true development of neighbour-to-neighbour friendships will depend on continuing prioritization of First Nations relationships as well as political and staff commitment to on-going dialogue. The First Nations engagement component of the strategy may result in requests for many meetings between elected officials and/or staff of First Nations and the Islands Trust Chair/Vice-Chairs and the CAO. These meetings may delay previously assigned work in early 2018.

Should the Financial Planning Committee or Trust Council not support continued funding for the Senior Intergovernmental Policy Advisor or the proposed TAS Program Coordinator position for 2018/19 the \$48,000 project budget would need to be increased to support these functions.

**ATTACHMENTS:** None.

**FOLLOW-UP:** Staff will implement the Policy Statement amendment project engagement plan and report regularly to the Executive Committee.

---

**Prepared By:** Clare Frater, Director, Trust Area Services / November 14, 2017

**Reviewed By/Date:** Russ Hotsenpiller, CAO / November 15, 2017

# BRIEFING

---

**To:** Trust Council **For the Meeting of:** December 5, 2007  
**From:** Executive Committee **Date Prepared:** November 14, 2017  
**SUBJECT:** Potential strategies for limiting potential geoduck aquaculture impacts

---

**PURPOSE:** To brief Trust Council on Executive Committee decisions related to potential geoduck aquaculture impacts.

**BACKGROUND:**

On June 20, 2017, at the request of the Denman Island Local Trust Committee, the Executive Committee requested staff to:

- report on strategies to limit the harmful impacts of geoduck aquaculture in the Trust Area; and
- obtain legal clarification on whether Local Trust Committees may create an exception in their zoning bylaws such that geoduck cultivation will not be permitted as a part of shellfish aquaculture.

On June 21, 2017, the Islands Trust Council requested Executive Committee to investigate the potential impacts associated with geoduck aquaculture in the Islands Trust Area and, as appropriate, initiate advocacy.

Staff has provided a confidential legal opinion to the Executive Committee and the Denman Island Local Trust Committee.

On November 22, 2017, the Executive Committee received a staff report on potential impacts associated with geoduck clam aquaculture in the Islands Trust Area and passed the following resolutions:

1. That the Chair write to Minister of Fisheries and Oceans requesting that, as a priority, the department undertake an ecosystem-based study of potential and cumulative impacts of the Integrated Geoduck Management Framework 2017 on the health of the Salish Sea.
2. That Local Planning Services and Trust Area Services staff collaborate on the preparation of a briefing for local trust committees about the land-use planning implications of the DFO 2017 Integrated Geoduck Management Framework.
3. That Trust Area Services staff continue to monitor policy developments related to geoduck aquaculture in the Salish Sea.

**ATTACHMENT:**

1. Staff report on potential impacts associated with geoduck clam aquaculture in the Islands Trust Area, November 14, 2017.

**FOLLOW-UP:** Staff will implement the Executive Committee resolutions as directed.

---

**Prepared By:** Karen Hurley, Senior Policy Advisor, Trust Area Services

**Reviewed By/Date:** Clare Frater, Director, Trust Area Services, November 14, 2017

# **Staff report on potential impacts associated with geoduck clam aquaculture in the Islands Trust Area**

**By Karen Hurley, Senior Policy Advisor  
November 12, 2017**

On June 21, 2017, the Islands Trust Council requested Executive Committee to investigate the potential impacts associated with geoduck aquaculture in the Islands Trust Area and, as appropriate, initiate advocacy.

This report has been produced using review of the latest scientific peer-reviewed research on impacts from geoduck clam aquaculture, as well as conversations and meetings with staff from the Department of Fisheries and Oceans (DFO), the BC Ministry of Agriculture, the BC Ministry of Forests, Lands and Natural Resources Operations and Rural Development (FLNRORD), Vancouver Aquarium and members of the Association of Denman Island Marine Stewards. *Given the limited staff time available for this project, and the lack of definitive science, this report offers only an overview of potential impacts and highlights area worthy of further study.*

During a review of the issue, two major themes emerged: there is uncertainty as to the expected scale of the industry now that DFO's 2017 Geoduck Integrated Management Framework is in force and therefore there is uncertainty about the, scale of the potential impacts. There is also uncertainty about the extent to which geoduck aquaculture might occur in the intertidal zone.

The potential impacts discussed in this report include damage to habitat vital to other species including herring, reduced bird foraging, microplastic contamination, human health, chemical contamination, garbage and ocean acidification.

It is worth noting at the outset that, to date, there are no studies that evaluate the potential impacts of geoduck aquaculture at the ecosystem level or the cumulative impacts of an expanded industry in the Salish Sea, though most researchers call for this level of study to be done.

A description of geoduck clam aquaculture practice is attached as Appendix 1.

Geoduck aquaculture has taken place in British Columbia since the early 1990s. In that time, interest in geoduck aquaculture has continued to grow as demand for the giant clam, especially in China, has sent prices soaring. Many, including Trust Area First Nations, see the emerging geoduck aquaculture industry as a significant opportunity for economic development and long-term employment for local residents. Compared to Washington State the industry in BC is at an early stage, but with the recent approval of a DFO Integrated Geoduck Management Framework 2017 (IGMF) is poised to expand.

There are concerns in island communities that DFO has insufficiently considered ecosystem and cumulative impacts. In creating the IGMF, DFO chose to limit their consideration and scientific analysis geoduck aquaculture at the policy level to the principle of 'conservation', which was narrowly defined: "conservation and long-term sustainability of wild geoduck stocks is the first priority." No mention is made in the IGMF of protection of the marine environment, fish habitat or human health. DFO staff advises that broader ecological impacts will be assessed at the licence application level. This raises concern that assessment at the individual licence will result in insufficient consideration of cumulative impacts regionally.

Concerns about geoduck aquaculture impacts are not new. In 2007, the BC Legislature's Special Committee on Sustainable Aquaculture [recommended](#) that:

*"No new species are to be approved for commercial aquaculture without a consensus of independent peer-reviewed science demonstrating that the potential impact on the marine environment is minimal". (7.5)*

*Recently approved geoduck clam tenures must be rescinded until conditions in Recommendation 7.5 are met". (7.6)*

Staff's review of the available science did not result in an impression that there is scientific consensus that the potential impacts of intensive aquaculture in the Trust Area, including geoduck aquaculture, are certain to be minimal. Staff noted that many articles conclude with calls for additional research. As far as staff knows at this time, the 2007 recommendation to rescind the approved geoduck clam tenures was not acted on.

There are also strong feelings in island communities about aquaculture impacts generally. Residents are concerned that, in the past, aquaculture operators have not taken responsibility for lost equipment/garbage and that DFO is insufficiently monitoring and enforcing conditions of the licenses. Residents also seem to have a lack of trust in the adequacy of the federal government's oversight of aquaculture, due to changes to the *Fisheries Act* in 2012 that significantly [weakened](#) the federal government's role in fish habitat protection. There also appears to be a lack of clarity with members of the public regarding the respective roles and authorities of DFO, FLNRORD and Islands Trust.

### **Potential impacts of geoduck clam aquaculture**

A summary of potential impacts identified by staff is below:

#### **1. Potential damage to habitat vital to other species, including herring**

There is limited local data available about habitat impacts associated with the geoduck industry so staff reviewed articles about impacts in Puget Sound, a nearby region that has more experience with intensive geoduck clam aquaculture. A review of the scientific literature related to geoduck aquaculture in Puget Sound reveals that there is an active debate among scientists as to the severity of the impacts or potential impacts. That said, most of the scientific reports call for additional research on ecological impacts even as geoduck aquaculture intensifies. Key among these are:

- *MacDonald et al.* (2013) report negative impacts on fish and snail habitat by geoduck aquaculture gear and suggest further research to understand impacts to forage fish populations.
- *Dethier et al.* (2007), marine scientists, raised [concerns and questions](#) about geoduck aquaculture impacts to habitat, marine species and ecosystem functions. Staff understands these questions remain unanswered.

In 2013, DFO scientists conducted a one-year study on potential impacts of geoduck clam intertidal aquaculture in a small study area (not a large commercial operation) near Nanoose, BC. This study concluded that there are limited ecologically-significant effects of intertidal geoduck aquaculture. The exceptions found were that after liquefaction of the geoduck site during harvesting the sediment structure took 123 days to recover, and that there was a lack of seasonal increase in infaunal (beings that live in the sand such as forage fish) abundance and richness after harvesting. The study recommended more research on a larger scale.

*Robinson et al. (2013)* describe how Pacific sand lance do not have a swim bladder, so when they are not foraging they bury into the intertidal or subtidal sand and they also aestivate in the sand (like hibernation) when food is scarce. A reduced number of forage fish and invertebrates living in the sand and finer ocean floor sediments after liquefaction from the stingers (inserted to a one metre depth) is not surprising because their habitat has been significantly changed. As *Dethier et al. (2007)* write: organisms in the intertidal zone are adapted to small scale disturbances – this large scale disturbance with stingers is not part of their evolutionary history.

Staff notes that it remains unclear whether geoduck aquaculture will occur in the intertidal zone. Although not specific to the geoduck industry's activities, a 2002 review of BC shellfish aquaculture in Baynes Sound assigned the impacts of site clearing with a rake and other harvesting activity as High Severity on forage fish intertidal habitat.

Doug Hay, PhD, who spent most of his career as a research scientist with DFO, and who continues to serve as scientist emeritus addressing issues related to herring and other forage fish, cautions that pertinent environmental impact analysis of risks to forage fish species have never been done. He suggests that nobody knows if geoduck aquaculture could jeopardize the amount and quality of spawning habitat for herring or other forage fish species such as surf smelt or sand lance, but that, the loss of vital spawning habitat could lead to declines in abundance of forage fish species, including herring, which in turn could impact other species, especially seabirds. Within the Trust Area, forage fish provide up to 50% of the diet of Chinook salmon that are the primary food of the Southern Resident orcas. Using spawning records back to 1928, Dr. Hay explains that the most important herring spawning areas occur on only 10% of the total BC coastline. *Lambert Channel, between Denman and Hornby Islands, is the largest area of herring habitat in BC with 35% of BC's total herring spawning area.* In addition, Dr. Doug Hay cautions that, collectively, we are all taking herring for granted, especially in the Strait of Georgia, and taking big risks with geoduck aquaculture in herring spawning areas. He recommends additional research on this topic.

The IGMF permits geoduck aquaculture in many parts of the herring spawning area of Baynes Sound and Lambert Channel (Denman and Hornby Islands). This is herring habitat that is defined as Vital by DFO.

## **2. Potential impacts to species due to reduced foraging**

There is also concern that intensive intertidal geoduck aquaculture may negatively impact birds through alienation of foraging habitat in the inter-tidal zone as well as birds being caught in the predator netting. Baynes Sound and other marine areas within the Trust Area are important bird habitats. .

*Ferriss et al. (2016)* undertook modelling for Puget Sound that found that the gear associated with geoduck aquaculture including PVC pipes and anti- predator nets may, if the already intensive industry more that doubles in that region, have an impact on the Puget Sound food web because of changing forage opportunities including a substantial decrease of most resident birds including great blue herons and reduction in wild salmon.

There is widespread use of netting in the aquaculture industry. Given this, staff was interested to read studies that the anti-predator nets (APN), which were created to reduce bird and crab predation of aquaculture clams, have not been effective in reducing bird foraging behavior or crab predation. In fact, the nets have increased the number of small predatory crabs in Baynes Sound to the point that Dr. Leah Bendell (2014) suggests that “it is likely that maximum bivalve productivity within Baynes Sound has been reached in that any further gains hoped to be achieved through seeding will not be realized as a consequence of predation.”

Staff also learned that in a 2015 study, also focused on Baynes Sound, Dr. Bendell, documents how the anti-predator nets degrades the sediment geochemical characteristics, are hazards to wildlife and humans, and provides a place for sea lettuce to take hold, which contributes to poor water quality and a likely loss of ecological function on the sea bed. More research is recommended by the author.

### 3. Microplastic contamination

The plastic anti-predator netting and PVC pipes used in inter-tidal geoduck aquaculture may impact the marine environment as they break down in the saltwater and sun exposure. A recent research paper from Washington State explains that the “contribution from larger marine plastic debris to microplastic formation is greatest on beaches where UV light and wave action can enhance degradation.” According to Feldman (2002) PVC is a poorly photostable polymer especially the matt finish PVC, like the ones used in geoduck aquaculture, and can be severely weathered in outdoor uses where weathering is caused by heat, mechanical action (waves), algae and their enzymes (biodegradation). During a visit to Baynes Sound in early August, staff observed abandoned and in-place anti-predator netting and PVC pipe sections that were exposed to wave action and sunlight and, as a result, were in various states of weathering.

A 2014 paper by Jean-Pierre Desforges, Peter Ross, Vancouver Aquarium researcher, and others, documented extremely high levels of microplastics in the Strait of Georgia, of which 80% is fibrous plastics. In a 2015 paper by the same researchers found that zooplankton are eating these microplastic particles. Dr. Ross also explained to staff that researchers have found that the type of microplastic differs according to where you are looking. For example PVC microplastic is denser than water and therefore tends to be found in the sediments, while fibres are more buoyant and are found in the water column. Dr. Bendell argues that aquaculture plastic gear including ‘oyster blue’ rope, netting, and plastic net bags are contributing to the highly fibrous composition of microplastics in Baynes Sound. All of the researchers suggest that additional research is required, especially in terms of ecological consequences.

DFO and the BC Shellfish Growers Association also recognise that aquaculture gear may be a source of microplastics. In 2016 they initiated a collaboratively funded research project to investigate: *Microplastics and Shellfish Aquaculture: Presence, Extent, Potential Impacts and Mitigation Measures* including the type of microplastics and potential sources. The research is expected to be completed by December 31, 2017.

### 4. Human health

If undertaken, intertidal geoduck clam installations would involve anti-predator nets to protect the juvenile geoducks. There is a human health concern associated with the rebar used to hold the anti-predator nets (APN) in place because it tends to erode quickly at the bend and then break off, forming a point. These points are hazardous if stepped or fallen on – as happened on Denman Island twice in the summer of 2017 in clam tenures.

### 5. Chemical contamination

Lead line is a product used to attempt to hold the netting in place. This product is used throughout the fishing industry. It is made of a loosely braided nylon with lead balls inside. In the intertidal zone, if the nylon braid erodes there is a risk of [animals or birds ingesting](#) the lead balls. Future research is warranted.

### 6. Garbage

Garbage and gear abandonment is a long standing aquaculture issue, acknowledged by provincial staff and addressed in the BC Shellfish Growers *Environmental Code of Practice*. Staff observed an unsuccessful geoduck operation intertidal zone on the south end of Denman Island where the gear was obviously abandoned and causing potential danger to humans, marine species and birds.





Abandoned geoduck aquaculture gear in the intertidal zone of Denman Island.



Lead line with anti-predator netting (APN)



APN: a hazard to humans and other species

All images Denman Island. Photo credit: Karen Hurley

## 7. Ocean Acidification

Marine research by *Bendell et al.* (2014) in Baynes Sound suggests that increased number of clams, including geoduck clams, could further increase acidification of the ocean. Climate change is increasing the [acidification of the ocean](#). Lower pH levels in the ocean threaten sea life, including shellfish, and in turn, acidification of the ocean may speed up climate change.

### **Emerging activities that will increase understanding of impacts:**

On August 10<sup>th</sup>, 2017 the US Center for Food Safety launched a [lawsuit](#) against the US Army Corp of Engineers for approving a massive expansion of aquaculture, predominantly geoduck aquaculture, in Puget Sound without fully considering cumulative impacts across the state, including the use of pesticides.

As an outcome of the Herring forum hosted in February 2017 by the Association for Denman Island Marine Stewards, various stakeholders are considering possible methods to investigate the cumulative impacts of aquaculture on Baynes Sound. In November 2017, the Trust Programs Committee approved a project charter for a Baynes Sound/Lambert Channel forum project charter. It is expected that geoduck aquaculture will be one of the topics discussed.

There are upcoming opportunities for those involved in geoduck and other aquaculture to work in partnership for the health of marine ecosystems. These include a DFO working group on use of plastics in aquaculture and a planned 2018 Islands Trust/World Wildlife Fund Baynes Sound/Lambert Channel Forum that will bring together First Nations and other governments as well as industry and community stakeholders to identify issues and recommend solutions that will contribute to improving the health of the marine ecosystem.(Project charter attached).



It is possible that new research on this topic may be presented at the 2017 Salish Sea Ecosystem Conference in Seattle in April 2017.

### **Conclusion:**

Staff's initial review of this topic reveals that, although as in any scientific topic there is ongoing debate, there are potential impacts associated with an expanded geoduck industry worthy of further study, particularly if there is to be farming in the inter-tidal zone. These include: negative impacts to herring spawning habitat, bird forage opportunities, contributions to the microplastics load, human health, contamination and garbage. There are also many long-standing requests for research into the potential ecosystem level and cumulative effects of geoduck clam aquaculture.

### **Attachments:**

1. Appendix 1: How does geoduck clam aquaculture work?
2. Appendix 2: What part of the Trust is, or could be, available for geoduck aquaculture?
3. Appendix 3: Baynes Sound/Lambert Channel 2018 forum project charter
4. Link: [Integrated Geoduck Management Framework 2017](#)
5. Link: [Maps: Integrated Geoduck Management Framework](#)
6. Link: [Herring Spawning Map Lambert Channel and Baynes Sound](#)
7. Link: [April 2014 letter from Islands Trust Chair to DFO re draft Integrated Geoduck Management Framework](#)

## Appendix 1

### How does geoduck clam aquaculture work?

The geoduck is the world's largest burrowing clam and one of the longest lived species: maximum age recorded is over 140 year. It is now a lucrative wild fishery in the luxury food market. It is generally not consumed locally, but predominantly flown to consumers in China, and therefore, is expected to have a very high carbon footprint.

Aquaculture trials have been underway in BC for 18 years and geoduck hatcheries exist in BC, including Baynes Sound. It is unknown at this time what type of geoduck aquaculture will be conducted within the Islands Trust Area. DFO and FLNRO staff have indicated that there will likely not be much intertidal geoduck aquaculture, especially on the large scale conducted in Puget Sound but that small intertidal areas are possible, and subtidal aquaculture could be conducted. Both are untried methods in the Islands Trust Area and staff observed a failed and abandoned geoduck intertidal installation on Denman Island.

Geoduck aquaculture in the intertidal zone involves placing hatchery-raised juvenile geoduck clams into PVC pipes (that have been inserted into the sand with an auger), sometimes each PVC pipe is covered with a fine net under a rubber band, and then the entire area is covered with anti-predator nets (APN). Attempts are made to hold the APN in place with bent rebar and sometimes with lead line. The intertidal PVC pipes and predator nets are kept in place for 18 months to two years. Subtidal geoduck aquaculture, involves divers placing the hatchery juvenile geoducks in the sand and then installing a mesh 'canopy net' over the area. Industry standards do not exist yet for subtidal geoduck aquaculture as it is a new method.

The geoducks are then left to grow for five to seven years. During this time the site should be maintained to ensure that the netting is intact and not covered with algae or seaweed. In both intertidal and subtidal geoduck aquaculture (and similar to wild geoduck), once they reach suitable maturity the geoducks are removed by liquefying the sand with high pressure water from a 'wand' or 'stinger' and then removing the geoducks alive by hand. Adult geoducks may be buried to a depth of 1m and sediment liquefaction may occur down to such depths.

In Puget Sound, Washington geoduck clam aquaculture has been financially successful resulting in large areas of the intertidal zone being used by aquaculture companies.



Puget Sound geoduck aquaculture. Photo from *Aquaculture North America* magazine. February 4, 2014

At this time, BC does not have a large geoduck aquaculture industry and according to staff at DFO and in the geoduck industry, most geoduck aquaculture trials in BC have not been successful. A 2012 report prepared for DFO includes a profitability ratio that indicates a -2.5% rate of return after 10 years and 1.7% rate of return after 15 years. A BC Ministry of Agriculture and Lands 2005 report assessed the economics of subtidal geoduck aquaculture and concluded that because of the high costs of the juvenile geoducks and the placement and removals by divers "the results could range from highly successful businesses to unfortunate business failures. Prospective geoduck farmers [operators] will need to carefully consider the opportunities and risks associated with developing a sub-tidal geoduck enterprise."

## Appendix 2

### What part of the Trust Area is, or could be, available for geoduck aquaculture?

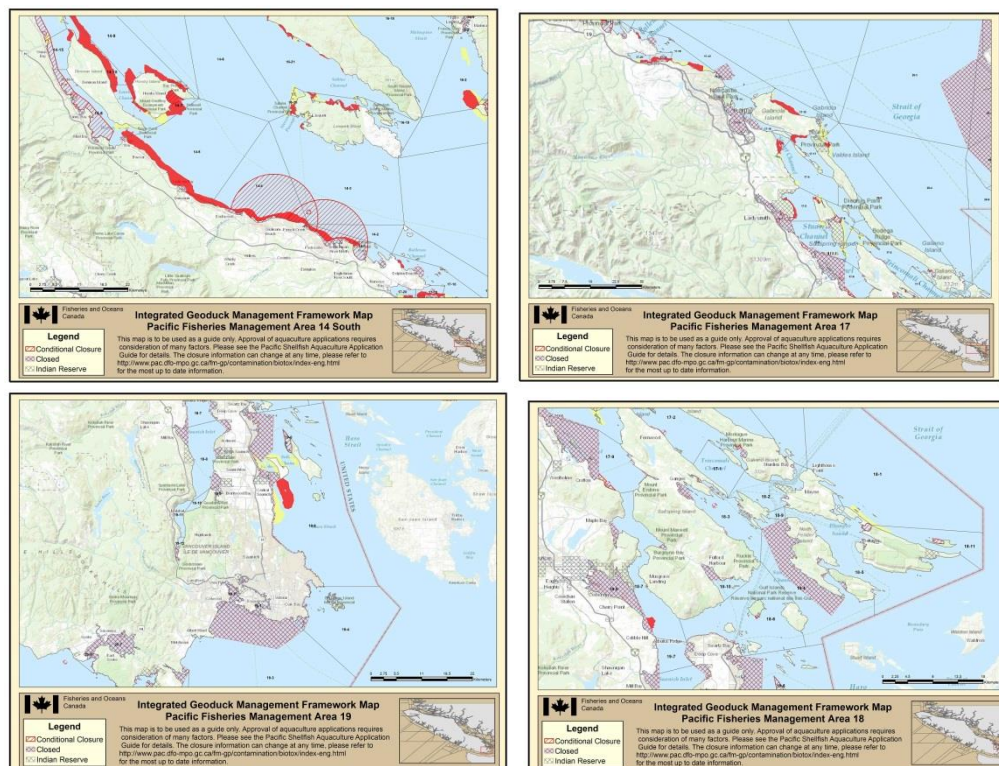
Although aquaculture impacts are now felt most strongly on Denman Island, geoduck aquaculture has the potential to be more prevalent Trust Area wide. Geoduck aquaculture could occur in various places throughout the Trust Area but would be influenced and/or limited by:

- appropriate ecological/substrate conditions;
- zoning; and
- the DFO IGMF 2017, which identifies areas available for geoduck aquaculture applications.

With release of the DFO Integrated Geoduck Management Framework (IGMF) 2017, applicants are now able to apply for aquaculture licenses throughout the BC coast, including the Trust Area. Shellfish aquaculture is now under the exclusive jurisdiction of DFO to manage the fishery and provide licenses to operators. The Province issues tenures for the sites and manages the harmonized application process.

There are existing aquaculture licenses that include geoduck among many possible species that could be implemented at this time on many Gulf Islands, including Lasqueti, Hornby, Salt Spring and Denman. There are also many islands that have existing aquaculture licenses that do not currently include geoduck; however, operators could apply to have them added to the license. These islands include Thetis (5), Gabriola, (1), Salt Spring (4 including one at Burgoyne Bay) and many near Denman. April 2014 letter from Islands Trust Chair to DFO re draft Integrated Geoduck Management Framework (attached) includes mapping Islands Trust Area that indicates current zoning in the permits aquaculture and/or limited aquaculture.

Under DFO's IGMF 2017 there is also the potential for the opening up of wild geoduck areas for both intertidal and subtidal geoduck aquaculture zones throughout the Trust Area by First Nations (red zones) and all operators (yellow and non-colour areas). [IGMF maps](#).



Date: 11/05/2017

## 1. General

In October the Association of Regional Planning Managers held their annual conference in Victoria. At the conference, the Ministry of Forest, Lands, Natural Resource Operations and Rural Development outlined their plans to address the Ombudspersons Report and recommendations in respect to the Riparian Areas Regulation. Generally, the Province will be introducing regulatory change to allow the Ministry to reject Qualified Environmental Assessment Reports (QEP) that are not compliant with the methodology, require mandatory training for QEPs, and allow the Ministry to grant a variance where adherence to the methodology sterilises a property. The Ministry is also proposing a legislative change to remove the methodology from the legislation and instead make it a Minister's Policy that can then be amended as necessary. These changes will have no effect on the current RAR work undertaken by local trust committees, but will allow the Ministry to better manage the RAR program.

The Province also provided an overview of the upcoming regulatory change around Cannabis. The Federal government plans to decriminalise Cannabis by July 1, 2018. To do this, the proposed law will allow possession of up to 30g per adult, and 5g per person not of age (this last change is so that underage people caught in possession would not be charged criminally, but Provincial police could confiscate it under their own laws on age of possession). The new law would allow up to four plants per residence to be grown for personal use. The Federal government will regulate licensing of Cannabis, but it will be up to the province to determine distribution and consumption. The Province must enact legislation by July 1, 2018, otherwise Cannabis could be distributed and consumed anywhere once decriminalised. The Province has produced a discussion paper on all aspects of this, from legal age to how to distribute, and potential role for local governments in regulating. Local trust committees should expect planners to bring to them potential zoning amendments in the spring 2018.

With respect to the local planning services review, I have received feedback from staff and most trustees. I plan to contact the remaining trustees within the next couple of weeks. The next steps is to review the feedback, and the data we have on number and type of applications, projects and other work, and develop some options for discussion with the management team.

## 2. Northern Region

The Northern Team has maintained consistent staffing levels over the past few months and will gain an additional Planner 1 through an internal staff transfer in early December.

The Northern Team currently has 35 open applications, including 6 rezoning applications. Major project work continues for local trust committees including official community plan reviews (Gambier and Gabriola (Mudge)), a vacation home rental review (Hornby Island), *Riparian Areas Regulation* implementation (Gambier and Thetis), shoreline protection (Lasqueti), Ruxton private moorage regulation review (Thetis), housing options (Gabriola), farm plan implementation (Denman), marine issues (Denman), and Crown islet advocacy (Ballenas-Winchelsea). Lasqueti Islands' aging at home project has been placed on hold until the results of the Northern Region Housing Needs Assessment have been received in early 2018.

The Northern Team continues to support First Nations relationship building initiatives, working closely with the Senior Intergovernmental Policy Advisor on First Nations and Marine Issues, with a Community to Community (C2C) Forum held between the Thetis Island Local Trust Committee and Lyackson First Nation Chief and Council in early November. The Northern Team also continues to manage Species at Risk Act (SARA) referrals on behalf of Local Planning Services, and to support the work of Trust Area Services in the areas of groundwater protection and marine advocacy.

## 3. Salt Spring Region

The Salt Spring Team continues to change. Our team's Legislative Clerk is retiring in November. Following a competitive process, the Salt Spring Planning Team Assistant has been appointed into this role. A new Planning Team Assistant is being recruited as is a new Planner 1 to replace the loss of our Planner 1 to the Northern Team. A Bylaw Enforcement Officer is also currently being recruited and an "on-call" Planner 1 is working with Bylaw Enforcement in regards to enforcement of Short-Term-Vacation-Rentals and to assist managing enquiries.

The Salt Spring office has over 50 open applications, 15 of which are rezoning applications. Applications regarding affordable housing were advanced (Dragonfly Commons, Croftonbrook, Community Services - Salt Spring "Commons"), as were applications regarding economic development (Fulford Landing, Harbour House, Salt Spring Marina). The LTC also issued several development permits, temporary use permits, and development variances permits.

The local trust committee's top priorities continue to advance.

- Industrial Land Uses: directed staff to schedule a Public Hearing,
- Watershed Management; directed staff to develop a project charter for an assessment of freshwater sustainability methodologies for watershed reservoirs; requested a special property tax requisition for up to \$98,500 in the 2018/19 fiscal to fund SSIWPA coordination,
- Ganges Village Area Planning – Harbourwalk: hosted a Community Information Meeting engaging the community regarding upland land uses and siting adjacent to the proposed Harbourwalk,
- Affordable Housing-Seasonal Cottages: received a preliminary report and directed staff to draft a bylaw.

The LTC also revised standing resolutions thereby directing bylaw enforcement to proactively enforce short-term vacation rentals and to prioritize enforcement of lots with multiple unlawful dwelling units on a single lot.

#### **4. Southern Region**

The Southern Team continues to work with the Salt Spring Planning team, providing Island Planner support from three senior planners based on the Southern Team. These senior staff provides part-time support on specific projects or applications to Salt Spring, and also bring their experience and support to the staff in the Salt Spring office. Staff from the Southern Team also support the Local Planning Committee work program.

The Southern Team planners also worked closely with the Trust Area Services to support the Groundwater and Wells Workshop hosted throughout the Trust Area. In addition to supporting these wider organizational goals, the Southern Planning Team is advancing a number of projects throughout the region, including Galiano Island's telecommunication strategy, its affordable housing strategy, and its dock review. Planning staff assigned to Mayne Island are continuing working towards the RAR implementation program and the Mayne Island commercial land use review. North Pender Island planning staff are working on land use planning for waste management, housing, and First Nation's interests, while on South Pender staff have completed a multi-year land use bylaw review, resulting in adoption of a new LUB; a new project to consider heritage conservation options is commencing. Saturna Island planning staff are also working on building relationships with First Nations and a technical review of the Land Use Bylaw.

Applications remain steady with 99 applications received in the first three quarters of 2017.

#### **5. Bylaw Enforcement**

The enforcement team began preparations for proactive enforcement against Short Term Vacation Rentals on Salt Spring.

Due to the difficulty finding a replacement for the Salt Spring Island based bylaw enforcement officer, who resigned in June, bylaw officers based in Victoria and Nanaimo covered high priority enforcement files. Recruitment efforts in early November may find a suitable replacement.

#### **6. Grants Administration**

The Grants Manager continues to monitor grants and update the grants tracking and grants database as required. A reformatting of the grants database is now progressing and expected to be completed by the end of November. Once completed the webinar process to provide more information on the Grants Program will continue. Funding approved for Thetis LTC for a C2C forum event. Funding applied for on behalf of SSIWPA for a groundwater monitoring project.

#### **7. First Nations Engagement**

Work on First Nations from now until March 31, 2018 will focus on the following items:

- Completion of the First Nations database
- Staff and trustee orientation guide
- Policy statement First Nations engagement
- Referral efficiency workshop with First Nations referral staff
- Webpage support
- Hornby, Denman - First Nations support
- Gabriola – organising a public workshop

- Gambier – shared narrative of place names
- Galiano – dock review support
- Saturna – OCP amendment support
- Lasqueti – shoreline protection support
- Thetis – Community to Community forum (November 3, 2017)

## 8. Freshwater Sustainability

The Freshwater Specialist offered a 30 minute presentation at the Local Planning Services Pro-D day on November 8, 2017 in Cowichan Bay. The nexus of the topic was identifying freshwater as a unique amenity of the Trust Area and approaches to preserve and protect freshwater through the BC Water Sustainability Act (2016). The Freshwater Specialist is championing the implementation of the BC Water Sustainability Act through participation in the Integrated Water Management Work plan of the Salt Spring Island Watershed Protection Authority; providing senior review of hydrological and hydrogeological reports Trust-wide; developing the *Islands Trust Area Freshwater Sustainability Forum Project* with a milestone one-day collaborative event scheduled for early 2018; and developing the initial framework for the *Freshwater Sustainability Toolkit for the Islands Trust Area* legacy project.

The Freshwater Specialist supervised a Watershed GIS Technologist co-op student to collate and analyse 30 years worth of groundwater reports submitted to Islands Trust through the subdivision application process on Salt Spring Island. 90% of the identified groundwater wells were not registered in the Provincial WELLS database. As part of the work plan developed prior to the Freshwater Specialist position in June 2017, identified groundwater wells were to be registered into the WELLS database by Islands Trust staff on behalf of the Ministry of Environment & Climate Change Strategy and Ministry of Forests, Lands, Natural Resources, and Rural Development. Concerns were raised by Islands Trust Staff over privacy implications of hosting islanders' names on the registry without their consent. Freshwater Specialist raised these concerns with the Ministry partners in several meetings which resulted in workable solutions to address the concerns including drafting of a Memorandum of Understanding and Privacy Impact Assessment. This process has potential to set precedence on how local governments engage in the Water Sustainability Act across the Trust Area and in other jurisdictions across the Province.





## Top Priorities

## Local Planning Committee

| No. | Description                                           | Activity                                                                                                                                                 | R/Initiated | Responsibility | Target Date |
|-----|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------|-------------|
| 1   | Community Housing Needs                               | <b>Current:</b> Housing Needs Assessment - Southern & Northern LTCs<br><b>Planned:</b> To Be Determined                                                  | 18-Nov-2016 | Justine Starke | 01-Feb-2018 |
| 2   | Protect Coastal Douglas-fir and Associated Ecosystems | <b>Current:</b> Est. a Project Charter<br><b>Planned:</b> To be determined by the Local Planning Committee                                               | 09-Nov-2017 | Justine Starke | 01-Feb-2018 |
| 3   | Land Use Consultation for Radio Communication Towers  | <b>Current:</b> Develop model consultation process (work being undertaken by consultant)<br><b>Planned:</b> Report with recommendations to Trust Council | 24-May-2017 | Justine Starke | 01-Feb-2018 |

## Projects

## Local Planning Committee

| Description                                                                                                                      | Activity                                                                                                                                                   | R/Initiated |
|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Development Approval Information Model Bylaw                                                                                     | Staff to draft amendments to Trust Council Policy 2.1 viii in order to develop a Development Approval Information Model Bylaw.                             | 03-Mar-2016 |
| Letter of Agreement with the Ministry of Transportation and Infrastructure - including discussion around access to water bodies. | Staff working with the MOTI to address the Letter of Agreement; next meeting planned for May 17, 2016. Local Planning Committee is monitoring the process. | 03-Mar-2016 |
| Domestic Wind Power                                                                                                              | Update report as required.                                                                                                                                 | 03-Mar-2016 |



## Local Planning Committee

| No. | Description                                                                               | Activity                                                                                                                                                                                                        | R/Initiated | Responsibility | Target Date |
|-----|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------|-------------|
|     | Blue Dot Campaign                                                                         |                                                                                                                                                                                                                 |             |                |             |
|     |                                                                                           | Consideration of this proposal (added per resolution May 2015)                                                                                                                                                  |             |                | 03-Mar-2016 |
|     | Alternative Ways of Measuring Density                                                     |                                                                                                                                                                                                                 |             |                |             |
|     |                                                                                           | Bring forward a thorough analysis of alternative ways of measuring density and how to manage any corresponding impacts before consideration of requesting model bylaws be developed for local trust committees. |             |                | 25-Aug-2016 |
|     | Appropriate Economic Development                                                          |                                                                                                                                                                                                                 |             |                |             |
|     |                                                                                           | To be determined by the Local Planning Committee                                                                                                                                                                |             |                | 18-Nov-2016 |
|     | Protect Coastal-Douglas Fir and Associated Ecosystems                                     |                                                                                                                                                                                                                 |             |                |             |
|     |                                                                                           | Trust Council - strategic plan item                                                                                                                                                                             |             |                | 24-May-2017 |
|     | Develop tool kit to assist LTCs and island municipalities to reduce ecological footprint. |                                                                                                                                                                                                                 |             |                |             |
|     |                                                                                           | Trust Council - strategic plan                                                                                                                                                                                  |             |                | 17-Aug-2017 |
|     | Shoreline Marine Planning                                                                 |                                                                                                                                                                                                                 |             |                |             |
|     |                                                                                           | Trust Council - Strategic Plan Item                                                                                                                                                                             |             |                | 09-Nov-2017 |





File No.: 2960-20

DATE OF MEETING: December 5-7, 2017  
TO: Trust Council  
FROM: Miles Drew, Bylaw Enforcement Manager  
SUBJECT: **BYLAW ENFORCEMENT STATISTICAL REPORT**

## REPORT SUMMARY

This report summarizes the number and type of enforcement files by local trust area as of September 29, 2017.

## BACKGROUND

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

## COMMENT

The bylaw enforcement team continues to be very busy. Salt Spring Island (SSI), as usual, is the busiest with 56% of the new files this year. Unfortunately, the full time bylaw enforcement officer assigned to Salt Spring Island resigned in June and a replacement has been difficult to fulfill. A second recruiting attempt occurred in early November and at the time of writing the outcome is not known. Urgent SSI enforcement issues were covered by existing staff. During this period, SSI also began work on proactively enforcing against short term vacation rentals and a part-time staff person was hired to do the necessary research and preparation. Resulting enforcement against SSI short term vacation rentals will begin in 2018.

## NEXT STEPS

Reports will be updated and presented to the March 2018 Trust Council meeting.

|               |                                       |                   |
|---------------|---------------------------------------|-------------------|
| Submitted By: | Miles Drew, Bylaw Enforcement Manager | November 14, 2017 |
| Concurrence:  | David Marlor, Planning Director       | November 14, 2017 |

## ATTACHMENTS

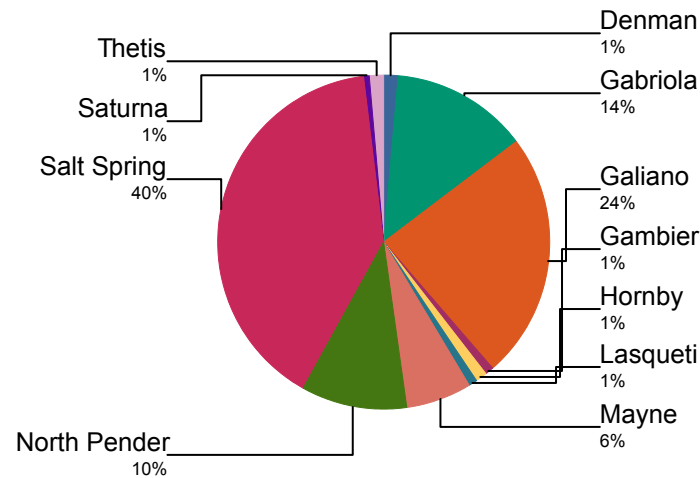
1. Bylaw Enforcement Tables and Charts:
  - New files
  - Closed files
  - File volume
  - Violation type
  - Length of time



## Bylaw Enforcement - Closed Files

| Local Trust Area    | 2014      |             | 2015       |             | 2016       |             | 2017       |             | 2017 Q1   |             | 2017 Q2   |             | 2017 Q3   |             | 2017 Q4  |             |
|---------------------|-----------|-------------|------------|-------------|------------|-------------|------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|----------|-------------|
|                     | Closed    | %           | Closed     | %           | Closed     | %           | Closed     | %           | Closed    | %           | Closed    | %           | Closed    | %           | Closed   | %           |
| Denman              | 1         | 1%          | 10         | 8%          | 10         | 6%          | 2          | 1%          | 1         | 2%          | 0         | 0%          | 1         | 2%          | 0        | 0%          |
| Ballenas-Winchelsea | 0         | 0%          | 0          | 0%          | 0          | 0%          | 0          | 0%          | 0         | 0%          | 0         | 0%          | 0         | 0%          | 0        | 0%          |
| Gabriola            | 25        | 32%         | 28         | 21%         | 39         | 22%         | 21         | 14%         | 5         | 8%          | 5         | 10%         | 11        | 26%         | 0        | 0%          |
| Galiano             | 6         | 8%          | 6          | 5%          | 35         | 20%         | 37         | 24%         | 13        | 21%         | 20        | 38%         | 4         | 10%         | 0        | 0%          |
| Gambier             | 1         | 1%          | 2          | 2%          | 9          | 5%          | 1          | 1%          | 1         | 2%          | 0         | 0%          | 0         | 0%          | 0        | 0%          |
| Hornby              | 1         | 1%          | 1          | 1%          | 8          | 5%          | 2          | 1%          | 1         | 2%          | 0         | 0%          | 1         | 2%          | 0        | 0%          |
| Lasqueti            | 0         | 0%          | 0          | 0%          | 2          | 1%          | 1          | 1%          | 1         | 2%          | 0         | 0%          | 0         | 0%          | 0        | 0%          |
| Mayne               | 2         | 3%          | 14         | 11%         | 8          | 5%          | 10         | 6%          | 1         | 2%          | 1         | 2%          | 8         | 19%         | 0        | 0%          |
| North Pender        | 15        | 19%         | 18         | 14%         | 17         | 10%         | 16         | 10%         | 4         | 7%          | 1         | 2%          | 11        | 26%         | 0        | 0%          |
| Salt Spring         | 24        | 31%         | 41         | 31%         | 42         | 24%         | 62         | 40%         | 34        | 56%         | 22        | 42%         | 6         | 14%         | 0        | 0%          |
| Saturna             | 1         | 1%          | 5          | 4%          | 0          | 0%          | 1          | 1%          | 0         | 0%          | 1         | 2%          | 0         | 0%          | 0        | 0%          |
| South Pender        | 1         | 1%          | 0          | 0%          | 2          | 1%          | 0          | 0%          | 0         | 0%          | 0         | 0%          | 0         | 0%          | 0        | 0%          |
| Thetis              | 1         | 1%          | 6          | 5%          | 3          | 2%          | 2          | 1%          | 0         | 0%          | 2         | 4%          | 0         | 0%          | 0        | 0%          |
| <b>TOTAL</b>        | <b>78</b> | <b>100%</b> | <b>131</b> | <b>100%</b> | <b>175</b> | <b>100%</b> | <b>155</b> | <b>100%</b> | <b>61</b> | <b>100%</b> | <b>52</b> | <b>100%</b> | <b>42</b> | <b>100%</b> | <b>0</b> | <b>100%</b> |

**Closed Files**

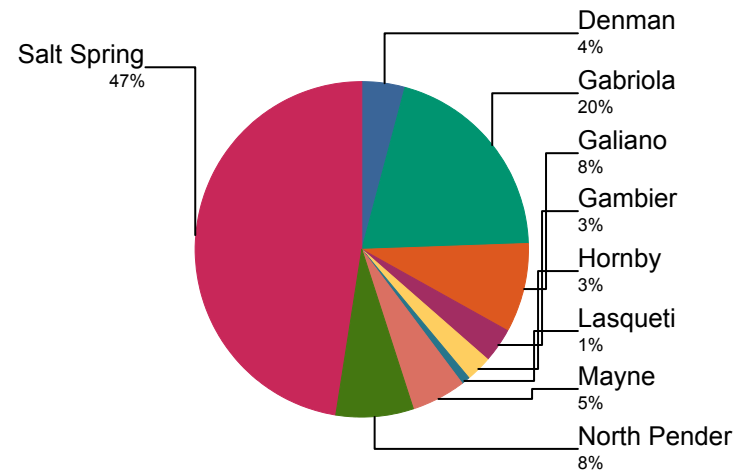




## Bylaw Enforcement - New Files

| Local Trust Area    | 2014       |             | 2015       |             | 2016       |             | 2017       |             | 2017 Q1   |             | 2017 Q2   |             | 2017 Q3   |             | 2017 Q4  |             |
|---------------------|------------|-------------|------------|-------------|------------|-------------|------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|----------|-------------|
|                     | New        | %           | New        | %           | New        | %           | New        | %           | New       | %           | New       | %           | New       | %           | New      | %           |
| Denman              | 4          | 3%          | 8          | 4%          | 4          | 3%          | 5          | 4%          | 1         | 3%          | 2         | 5%          | 2         | 4%          | 0        | 0%          |
| Ballenas-Winchelsea | 0          | 0%          | 0          | 0%          | 0          | 0%          | 0          | 0%          | 0         | 0%          | 0         | 0%          | 0         | 0%          | 0        | 0%          |
| Gabriola            | 32         | 28%         | 33         | 17%         | 32         | 23%         | 24         | 20%         | 6         | 19%         | 8         | 22%         | 10        | 20%         | 0        | 0%          |
| Galiano             | 8          | 7%          | 45         | 23%         | 19         | 13%         | 10         | 8%          | 2         | 6%          | 6         | 16%         | 2         | 4%          | 0        | 0%          |
| Gambier             | 3          | 3%          | 3          | 2%          | 2          | 1%          | 4          | 3%          | 0         | 0%          | 3         | 8%          | 1         | 2%          | 0        | 0%          |
| Hornby              | 4          | 3%          | 1          | 1%          | 9          | 6%          | 3          | 3%          | 0         | 0%          | 1         | 3%          | 2         | 4%          | 0        | 0%          |
| Lasqueti            | 0          | 0%          | 0          | 0%          | 3          | 2%          | 1          | 1%          | 0         | 0%          | 0         | 0%          | 1         | 2%          | 0        | 0%          |
| Mayne               | 5          | 4%          | 20         | 10%         | 6          | 4%          | 6          | 5%          | 0         | 0%          | 1         | 3%          | 5         | 10%         | 0        | 0%          |
| North Pender        | 11         | 10%         | 40         | 20%         | 11         | 8%          | 9          | 8%          | 4         | 13%         | 3         | 8%          | 2         | 4%          | 0        | 0%          |
| Salt Spring         | 42         | 37%         | 40         | 20%         | 48         | 34%         | 56         | 47%         | 19        | 59%         | 13        | 35%         | 24        | 49%         | 0        | 0%          |
| Saturna             | 2          | 2%          | 2          | 1%          | 2          | 1%          | 0          | 0%          | 0         | 0%          | 0         | 0%          | 0         | 0%          | 0        | 0%          |
| South Pender        | 1          | 1%          | 1          | 1%          | 1          | 1%          | 0          | 0%          | 0         | 0%          | 0         | 0%          | 0         | 0%          | 0        | 0%          |
| Thetis              | 3          | 3%          | 4          | 2%          | 4          | 3%          | 0          | 0%          | 0         | 0%          | 0         | 0%          | 0         | 0%          | 0        | 0%          |
| <b>TOTAL</b>        | <b>115</b> | <b>100%</b> | <b>197</b> | <b>100%</b> | <b>141</b> | <b>100%</b> | <b>118</b> | <b>100%</b> | <b>32</b> | <b>100%</b> | <b>37</b> | <b>100%</b> | <b>49</b> | <b>100%</b> | <b>0</b> | <b>100%</b> |

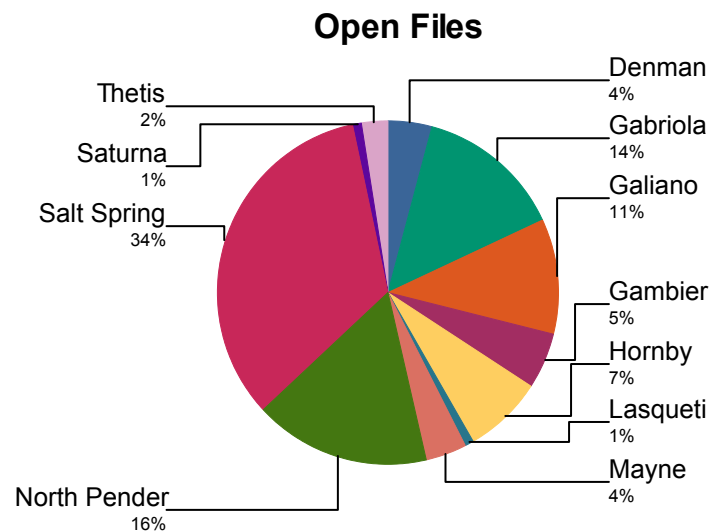
**New Files**





## Bylaw Enforcement - File Volume

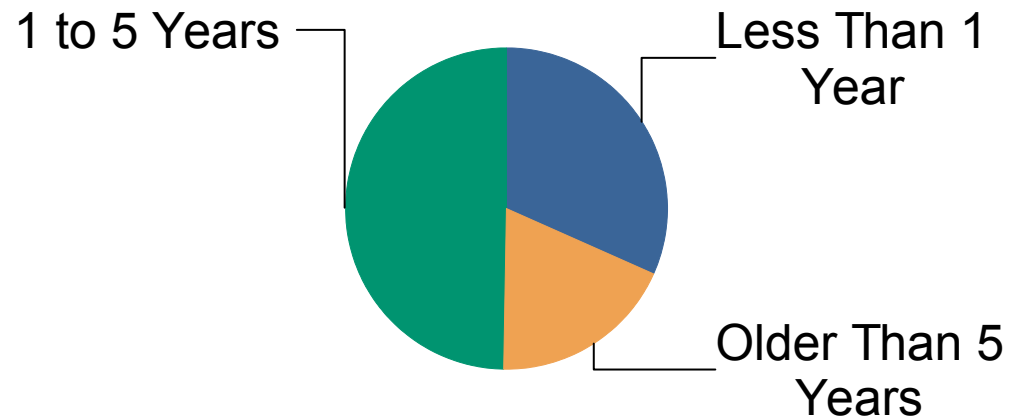
| Local Trust Area    | 2014       |             | 2015       |             | 2016       |             | 2017       |             |
|---------------------|------------|-------------|------------|-------------|------------|-------------|------------|-------------|
|                     | Open       | %           | Open       | %           | Open       | %           | Open       | %           |
| Denman              | 14         | 5%          | 13         | 4%          | 7          | 2%          | 10         | 4%          |
| Ballenas-Winchelsea | 0          | 0%          | 0          | 0%          | 0          | 0%          | 0          | 0%          |
| Gabriola            | 38         | 15%         | 38         | 12%         | 31         | 11%         | 34         | 14%         |
| Galiano             | 30         | 12%         | 69         | 22%         | 53         | 19%         | 26         | 11%         |
| Gambier             | 16         | 6%          | 17         | 5%          | 10         | 4%          | 13         | 5%          |
| Hornby              | 16         | 6%          | 16         | 5%          | 17         | 6%          | 18         | 7%          |
| Lasqueti            | 1          | 0%          | 1          | 0%          | 2          | 1%          | 2          | 1%          |
| Mayne               | 13         | 5%          | 17         | 5%          | 15         | 5%          | 10         | 4%          |
| North Pender        | 32         | 12%         | 53         | 17%         | 47         | 16%         | 40         | 16%         |
| Salt Spring         | 86         | 33%         | 86         | 27%         | 92         | 32%         | 82         | 34%         |
| Saturna             | 4          | 2%          | 1          | 0%          | 3          | 1%          | 2          | 1%          |
| South Pender        | 0          | 0%          | 1          | 0%          | 0          | 0%          | 0          | 0%          |
| Thetis              | 9          | 3%          | 7          | 2%          | 8          | 3%          | 6          | 2%          |
| <b>TOTAL</b>        | <b>259</b> | <b>100%</b> | <b>319</b> | <b>100%</b> | <b>285</b> | <b>100%</b> | <b>243</b> | <b>100%</b> |



## Bylaw Enforcement - Length of Time Files Have Been Open

| Local Trust Area    | <1 Year    | 1-5 Years  | >5 Years   | Total      |
|---------------------|------------|------------|------------|------------|
| Denman              | 4          | 3          | 3          | 10         |
| Ballenas-Winchelsea | 0          | 0          | 0          | 0          |
| Gabriola            | 15         | 17         | 2          | 34         |
| Galiano             | 5          | 12         | 9          | 26         |
| Gambier             | 4          | 3          | 6          | 13         |
| Hornby              | 2          | 8          | 8          | 18         |
| Lasqueti            | 1          | 0          | 1          | 2          |
| Mayne               | 4          | 5          | 1          | 10         |
| North Pender        | 6          | 32         | 2          | 40         |
| Salt Spring         | 36         | 35         | 11         | 82         |
| Saturna             | 0          | 1          | 1          | 2          |
| South Pender        | 0          | 0          | 0          | 0          |
| Thetis              | 0          | 5          | 1          | 6          |
| <b>TOTAL</b>        | <b>77</b>  | <b>121</b> | <b>45</b>  | <b>243</b> |
| <b>%</b>            | <b>32%</b> | <b>50%</b> | <b>19%</b> |            |

### File Age



## Bylaw Enforcement - Violation Type

|                     | Violation Type |                    |           |                 |        |            |      |                    |                   |         |                |        |            |
|---------------------|----------------|--------------------|-----------|-----------------|--------|------------|------|--------------------|-------------------|---------|----------------|--------|------------|
|                     | LTC            | Development Permit | Foreshore | Home Occupation | Siting | Soil Bylaw | STVR | Unenclosed Vehicle | Unlawful Dwelling | Density | Other Land Use | TOTALS | Percentage |
| Denman              | 3              |                    |           | 2               |        | 1          |      | 2                  |                   | 2       | 10             | 4%     |            |
| Ballenas-Winchelsea |                |                    |           |                 |        |            |      |                    |                   |         |                | 0%     |            |
| Gabriola            | 2              | 3                  | 1         | 6               |        | 2          | 1    | 13                 | 4                 | 6       | 38             | 15%    |            |
| Galiano             | 3              |                    | 1         | 4               |        | 7          |      | 7                  |                   | 4       | 26             | 10%    |            |
| Gambier             | 1              | 8                  |           | 2               |        |            |      | 1                  |                   |         | 12             | 5%     |            |
| Hornby              | 2              | 1                  |           | 2               |        | 1          |      | 7                  | 2                 | 5       | 20             | 8%     |            |
| Lasqueti            |                |                    |           |                 |        |            |      | 1                  |                   | 1       | 2              | 1%     |            |
| Mayne               |                |                    |           | 3               |        | 1          |      | 1                  |                   | 5       | 10             | 4%     |            |
| North Pender        | 2              | 2                  |           | 3               |        | 19         | 2    | 3                  | 1                 | 9       | 41             | 17%    |            |
| Salt Spring         | 8              | 1                  | 2         | 5               | 2      | 17         | 2    | 25                 |                   | 19      | 81             | 33%    |            |
| Saturna             |                |                    |           |                 |        | 1          |      | 1                  |                   |         | 2              | 1%     |            |
| South Pender        |                |                    |           |                 |        |            |      |                    |                   |         |                | 0%     |            |
| Thetis              |                | 4                  |           |                 |        |            |      |                    |                   | 2       | 6              | 2%     |            |
| TOTAL               | 21             | 19                 | 4         | 27              | 2      | 49         | 5    | 61                 | 7                 | 53      | 248            | 100%   |            |
| Percentage          | 8%             | 8%                 | 2%        | 11%             | 1%     | 20%        | 2%   | 25%                | 3%                | 21%     | 100%           |        |            |

## REQUEST FOR DECISION

**To:** Trust Council

**For the Meeting of:** December 5 to 7, 2017

**From:** Executive Committee

**Date Prepared:** November 1, 2017

**File No.:** Trust Policy

**SUBJECT: AMENDMENTS TO POLICY 4.1.13 – GUIDELINES FOR EXECUTIVE COMMITTEE  
SPONSORSHIP OR LOCAL TRUST COMMITTEE INITIATED DEVELOPMENT APPLICATIONS**

**RECOMMENDATION:** THAT Trust Council adopt amended Policy 4.1.13 [Guidelines for Executive Committee Sponsorship or Local Trust Committee Initiated Development Applications] policy to allow the Executive Committee to consider up to 100% sponsorship of applications by taxpayer supported entities.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** This proposed amendment will simplify the consideration of applications and provide goodwill between Islands Trust and regional districts. Given the number of such applications, the financial implications are minor.

---

**IMPLICATIONS OF RECOMMENDATION:**

**ORGANIZATIONAL:** No implications.

**FINANCIAL:** May reduce revenue from applications; however, the number of applications from taxpayer entities is a small amount of the application volume.

**POLICY:** No implications.

**IMPLEMENTATION/COMMUNICATIONS:** Local trust committees and staff will be advised of the revised policy.

**OTHER:** No other implications.

---

**BACKGROUND**

**PURPOSE:**

To provide for opportunities for the Executive Committee to sponsor development applications from regional districts.

**BACKGROUND:**

On June 10, 2004 Trust Council adopted Policy 4.1.13 to allow local trust committees to sponsor development applications for by non-profit groups and taxpayer supported entities if the amendments had a community benefit. On March 9, 2011 the policy was amended to give the ability to sponsor applications to the Executive Committee.

The policy is designed to allow the Executive Committee to sponsor up to 100% the cost of applications by non-profit agencies and up to 50% of application by taxpayer supported entities.

The restriction on sponsoring up to 50% for taxpayer supported entities application was based on the idea of cost sharing between the two taxpayer supported entities (for example, Islands Trust and regional districts). This policy leads to some bureaucracy in that the other entity must secure their portion of the funding and can lead to bad will between the agencies. For example, an Island parks and recreation commission may need to secure funds from the regional district in order to cover their portion of the application fee.

Most rezoning applications cost up to \$5500 with an official community plan amendment, and up to \$4400 for a rezoning application. Some local trust committee fees are less. Therefore, at 50%, the Executive Committee would be considering sponsorships of \$2750 and \$2200 respectively for the above applications.

Staff recommends that the policy be amended to allow the Executive Committee to consider up to 100% sponsorship of applications by taxpayer supported entities. This change would make the policy simpler to manage, have a negligible impact on budget given the small dollar amounts relative to budget and the small number of applications we receive from taxpayer supported entities. The change would also help to foster goodwill between government agencies.

**REPORT/DOCUMENT:**

- Attached amended Policy 4.1.13 – Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications.

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

- Sponsorship applications from taxpayer entities.

**RELEVANT POLICY:**

- Policy 4.1.13 – Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Applications.

**DESIRED OUTCOME:**

- Improved ability to sponsor development applications from taxpayer entities

---

**RESPONSE OPTIONS**

**Recommended:** THAT Trust Council adopt amended Policy 4.1.13 [Guidelines for Executive Committee Sponsorship or Local Trust Committee Initiated Development Applications] policy to allow the Executive Committee to consider up to 100% sponsorship of applications by taxpayer supported entities..

**Alternative:** Make no changes. Continue to limit sponsorship of applications from taxpayer entries to 50 per cent.

---

**Prepared By:** David Marlор, Director of local planning services

**Reviewed By/Date:** Executive Committee/Nov 1, 2017



#### 4.1.xiii-13 Guidelines

### GUIDELINES FOR EXECUTIVE COMMITTEE SPONSORED OR LOCAL TRUST COMMITTEE INITIATED DEVELOPMENT APPLICATIONS

Trust Council: June 10, 2004

Amended: March 9, 2011, [December 5, 2017](#)

#### A: PURPOSE:

To clarify the circumstances when it is appropriate for a committee to sponsor or initiate a property-specific development application.

**Note: This policy does not apply to general changes to Official Community Plan policies or zoning regulations that would apply to many properties and that are initiated by a local trust committee as part of a general review of policies or regulations.**

#### B: REFERENCES:

1. *Corporations Act*
2. *Islands Trust Act, s. 27*

#### C: POLICY:

##### 1. Development Applications

- a) May include OCP & Zoning Bylaw Amendments, Development Permits, Development Variance Permits and Temporary Use Permits.

##### 2. Covenants

- a) Covenants are not considered development applications. If a covenant results from a development application approval condition, the costs of preparing the covenant are to be born by the applicant.

##### 3. Conditions appropriate for Executive Committee sponsorship of a property-specific development application are:

- a) When the applicant is a non-profit agency or organization seeking to establish, expand or modify a facility for the benefit of the community at large and consistent with goals in the OCP.
- b) When the applicant is an established or establishing institution supported by taxpayers that is seeking to establish, expand or modify a community facility. ~~In this instance, the Executive Committee may consider sponsorship of up to one half of the costs of the application.~~
- c) When the applicant seeks to implement specific objectives of an OCP with broad community benefits.

## ISLANDS TRUST POLICY MANUAL

**4. Conditions not appropriate for Executive Committee sponsorship or local trust committee initiation of a property-specific development application include:**

- a) When the applicant is a registered for-profit corporation under the *Corporations Act*.
- b) When the applicant is a non-profit agency or organization seeking to establish, expand or modify a facility that would not benefit the community at large.
- c) When an applicant claims that he or she cannot afford the cost of the application, and the application would not otherwise qualify for sponsorship or initiation.

**5. Conditions appropriate for a local trust committee initiated development application on a specific property or properties.**

- a) Where a local trust committee has made an error (e.g. as part of a bylaw consolidation) in assigning an appropriate designation or land use regulation to a specific property and moves to correct the error.
  - b) Where a local trust committee wishes to modify an existing land use regulation on a specific property or properties as an alternative to entertaining a host of development variance applications that it believes are appropriate.
6. Where the Executive Committee wishes to sponsor a property-specific application, the costs of the relevant application fees will be charged to the fund for the sponsorship of development applications that is allocated to the Executive Committee in the base budget following an appropriate resolution from the Executive Committee.
7. Initiation of a development application by a local trust committee does not fetter the discretion of the local trust committee when it makes decisions about the outcome of the application. Local trust committee members and staff must ensure that applicants and members of the public are fully aware of the distinction between a local trust committee's sponsorship or initiation of an application and the local trust committee's role in decision-making regarding that application.
8. Sponsorship by the Executive Committee for a development application that requires approval of the Executive Committee under s.27 of the *Islands Trust Act* does not fetter the discretion of the Executive Committee. Executive Committee members and staff must ensure that applicants and members of the public are fully aware of the distinction between the Executive Committee role in decision making regarding that application.

**D: DETAILS:****1. Definitions:**

- a) Executive Committee Sponsored Application** – means when the Executive Committee assumes sponsorship of a development application for a specific property or properties and pays the appropriate fee on behalf of an applicant.
- b) Trust Committee Initiated Application** – means when a local trust committee initiates a development application for a specific property or properties without fee on its own behalf or on behalf of a property owner.



## December 2017 Islands Trust Council

# ***Islands Trust Act Amendments*** **Working Session**

**8:30 a.m. – 10:30 a.m., Wednesday, December 6, 2017**

**Purpose:** The purpose of this session is to provide Trust Council with analysis on a suite of recommendations for change to the *Islands Trust Act* and to conduct a workshop for Trustees to comment and make recommendations on a refined list of amendments for forwarding to the Ministry of Municipal Affairs and Housing.

This will be the first time Trust Council receives a list of possible amendments with an initial analysis. As such Trustees will have a better ability to view the implications of any given change. Trustees may also wish to identify further amendments for consideration. This will also be an opportunity to discuss public engagement principles and options.

**Resources:** Staff reporting, SWOT analysis

| TIME              | TOPIC                                                                                                                                                                                  | WHO           |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 8:30 – 10:30 a.m. | <b><i>Islands Trust Act Amendments</i></b><br><br><b>Key Theme:</b> For Trust Council to explore the viability of potential legislative change options through discussion and enquiry. | CAO and staff |

**Format: Open Space:** The Open Space format is a unique discussion format that allows for attendees to have access to a variety of topics. It will have four stages:

1. Opening: brief presentation by CAO on the various amendments and the format for the session
  2. Agenda Setting: discussion of our goals for the session
  3. Open Space: active, voluntary discussion at several stations on potential Act amendments
  4. Conclusion: bringing together key themes through summary, next steps
- Stations are set up for each of the potential amendments and Trustees voluntarily move to the stations that they are interested in and make comments in an open format.
  - Staff facilitate and take notes on commentary.

- Trustees then rotate to other stations as they see fit. This way everyone has an opportunity to provide input and people get to focus on their interests. The group is brought together at the end to summarize and discuss next steps.

**Trustees can prepare by reviewing the accompanying briefing note on legislative change which includes a number of strength, weaknesses, opportunities, threats analyses, and by considering some key questions:**

- 1. What changes to the Islands Trust Act are supportable? Pros and cons.**
- 2. How would these changes affect the Islands Trust and my Local Trust Area?**
- 3. What further information do I need prior to supporting a given amendment?**
- 4. How do these changes support Trust Councils vision for the Trust Area?**
- 5. How do these changes support the Object of the Trust?**

See attached reference document for greater detail on Open Space meeting process. We will not be strictly following all of the described process, but it is a good introduction to the Open Space process.

## A BRIEF USER'S GUIDE TO OPEN SPACE TECHNOLOGY

Harrison Owen

### THE REQUIREMENTS OF OPEN SPACE

Open Space Technology requires very few advance elements. There must be a clear and compelling theme, an interested and committed group, time and a place, and a leader. Detailed advance agendas, plans, and materials are not only un-needed, they are usually counterproductive. This brief User's Guide has proven effective in getting most new leaders and groups off and running. While there are many additional things that can be learned about operating in Open Space, this will get you started. Some material has been included here which also appears in the book in order to present a relatively complete picture.

*THE THEME* -- Creation of a powerful theme statement is critical, for it will be the central mechanism for focusing discussion and inspiring participation. The theme statement, however, cannot be a lengthy, dry, recitation of goals and objectives. It must have the capacity to inspire participation by being specific enough to indicate the direction, while possessing sufficient openness to allow for the imagination of the group to take over.

There is no pat formulation for doing this, for what inspires one group will totally turn off another. One way of thinking about the theme statement is as the opening paragraph of a truly exciting story. The reader should have enough detail to know where the tale is headed and what some of the possible adventures are likely to be. But "telling all" in the beginning will make it quite unlikely that the reader will proceed. After all, who would read a story they already know?

*THE GROUP* -- The group must be interested and committed. Failing that, Open Space Technology will not work. The key ingredients for deep creative learning are real freedom and real responsibility. Freedom allows for exploration and experimentation, while responsibility insures that both will be pursued with rigor. Interest and commitment are the prerequisites for the responsible use of freedom. There is no way that we know of to force people to be interested and committed. That must be a precondition.

One way of insuring both commitment and interest is to make participation in the Open Space event completely voluntary. The people who come should be there because they want to be there. It is also imperative that all participants know what they are getting into before they arrive. Obviously they can't know the details of discussions that have yet to take place. But they can and should be made aware of the general outlines. Open Space is not for everybody, and involuntary, non-informed participation is not only a contradiction in terms, it can become very destructive.

This raises the obvious question of what to do with those people whom you want to involve, but who, for whatever reason, do not share your desire. There are two possibilities. The first is to schedule two sessions, and trust that the first one will be so rewarding that positive word of mouth testimony will

draw in the recalcitrant. The alternative is to respect the wishes of those involved. In the final analysis it remains true that genuine learning only takes place on the basis of interest and commitment, and there is absolutely no way to force any of that.

The size of the group is not absolutely critical. However, there does seem to be a lower limit of about 20. Less than 20 participants, and you tend to lose the necessary diversity which brings genuine interchange. At the upward end of the scale, groups of 400 work very well, and there is no reason to believe that number could not be increased.

*SPACE* -- The space required is critical, but need not be elaborate or elegant. Comfort is more important. You will need a room large enough to hold the entire group, with space to spare in which the participants may easily move about. Tables or desks are not only unnecessary, but will probably get in the way. Movable chairs, on the other hand, are essential.

The initial setup is a circle with a large, blank wall somewhere in the room. The wall must be free from windows, doors, drapes, and with a surface that permits taping paper with masking tape. The wall should also be long enough so that the total group may stand before it, and never be more than three to four deep. The center of the circle is empty, for after all we are talking about Open Space.

If the room is very large, additional break-out areas may not be required, but they are always helpful. Best of all is the sort of environment in which there is an abundance of common space. If you are going to use a conference center or hotel, find one with plenty of conversation nooks, lobbies, and open grounds, where people may meet and work undisturbed, and without disturbing others.

*TIME* -- The time required depends on the specificity of result you require. Even a large group can achieve high levels of interaction combined with a real sense of having explored the issues in a matter of eight hours. However, if you want to go deeper than that, reaching firm conclusions and recommendations (as would be the case for strategic planning or product design), the time required may stretch to two or three days.

More important than the length of time is the *integrity* of the time. Open Space Technology will not work if it is interrupted. This means that "drop-ins" should be discouraged. Those who come must be there at the beginning, and stay for the duration if at all possible. By the same token, once the process begins, it cannot be interrupted by other events or presentations. These might come before or afterwards, but never in the middle.

#### *THE BASIC STRUCTURE*

Although it is true that an Open Space event has no pre-determined agenda, it must have an overall structure or framework. This framework is not intended to tell people what to do and when. Rather, it creates a supportive environment in which the participants can solve those issues for themselves. Minimal elements of this framework include: Opening, Agenda Setting, Open Space, and Conclusion. These elements will suffice for events lasting up to a day. Longer events will require the addition of Morning Announcements, Evening News, and probably a Celebration.

A standard Open Space Design, using all these elements appears below. If the event you anticipate lasts longer than the time indicated, simply replicate the middle day. If shorter, you will find that an Opening, Open Space, and Conclusion will suffice. Generally speaking, the minimum time required is five hours, but that is cutting it rather close.

**OPENING** -- We have found that a very informal opening works well, especially if the group involved is an intact work group. An evening meal and a time for catch-up conversation will effectively set the stage. Should the group not have any prior association, the simple device of having all the participants introduce themselves by giving their names and telling a short story from their lives to illustrate who they are will usually do the job. Detailed and involved "icebreaking" exercises do not seem to work very well, and more to the point, set the wrong tone. After all, we want Open Space.

**AGENDA SETTING** -- This is the time for the group to figure out what it wants to do. The details for this procedure are given below.

**OPEN SPACE** -- is exactly what the words imply, open space and time for the group to do its business. There is literally nothing here at the start.

**ANNOUNCEMENTS** -- A short period every morning for the group to catch up on what it is doing, where, when, and how. Nothing elaborate, no speeches, just the facts, nothing but the facts.

**EVENING NEWS** -- This is usually a time for reflection and occasionally fun. Not to be confused with a formal report-out session, the approach is "What's the story?" -- with participants voluntarily providing the tale.

**CELEBRATION** -- If your Open Space event is like all the ones we have seen, particularly multi-day affairs, by the last night it will time to celebrate, otherwise known as having a party. Even in "serious" undertakings like preparation of the corporate strategic plan, when it is over, it is over, and people will enjoy celebrating that fact. We suggest doing the celebration in the spirit and manner of the rest of the event. All of which means don't plan it in advance. It may be worthwhile to have some taped music if your people are inclined to dance, but other than that you will undoubtedly find that the talent you need is already available in the folks you have. Use it. Skits, songs, humorous reviews of what has happened, will amply fill the evening, and add to the learning experience.

**CLOSING** -- We try to keep the closing simple and serious. Simple in that there are no formal presentations and speeches. But serious, for this is the time for announcing commitments, next steps, and observations about what the event has meant. The closing event is best conducted in a circle with no "head table." Start anywhere, and go around the circle allowing each participant, *who wants to*, the opportunity to say what was of significance and what they propose to do. But do make it clear that nobody has to say anything. In very large groups, hearing from everybody is obviously impossible, but two or three folks may be asked to volunteer.



*FORMAL REPORTS* -- The formal report-out session has apparently become a fixture of conference life. However, we find it to be boring and generally non-productive. There is never enough time for each group to say all they wanted to, and if sufficient time is allocated, the majority of conference participants are uninterested at any given time. As an alternative, we recommend using a simple word processing system, a computer conferencing system, or both.

In a recent conference 200 participants created 65 task force reports (a total of 200 pages) which were available as the participants left the conference. Mechanically, all that is required is a bank of computers (low-powered laptops will do) and a request to each group organizer to enter the results of their deliberations into the system. They can either type it in themselves, or for the "non-typables," a small group of secretaries will do the job. We print out each report as it is entered and hang it on the wall, providing an ongoing, real-time record of the discussions. The obvious advantage here is that participants find out what is happening, as it is happening, rather than waiting until the end when it is too late. Of course, having the proceedings at the end of conference, rather than six months later, is a pleasant and positive surprise.

*MEALS* -- You will notice that meals are not listed on the agenda, nor are there any coffee breaks. The reason is quite simple: once the conference starts to operate in small groups, there is usually never a time when something of substance is not going on. And in accord with the Third Principle, it will take place in its own time. All of this creates a small, but not insoluble, problem for such things as meals and coffee-breaks. Our solution has been to have coffee and other refreshments available in the main meeting room, so people partake when they are ready. No need for the whole group to get into lockstep, and stop an important discussion just because it is coffee-break time. Likewise with meals. We suggest buffets, open and available over a several hour period, so people can eat when they want to. There are two exceptions to the flexible meal/coffee-break schedule: an opening dinner if there is one, and dinner on the last night.

The whole point is that the pacing and timing of the conference must be determined by the needs of the group and its learning process, and not by the requirements of the kitchen.

## LEADERSHIP

The leadership of an Open Space event is at once absurdly simple and very tricky. The simplicity derives from the fact that the group itself will, and must, generate its own leadership. The tricky part comes in *letting* that happen. The demands placed upon the initial group leader are therefore limited and critical. Dealing with the limited aspects of group leadership is easiest and may therefore be done first. The functions here are to set time, place, and theme. Time and place are simply a question of where and when, both of which have been discussed above. Setting the theme involves creating the written theme statement describing where the group is starting, and where it hopes to go in general terms.

Now we come to the tricky part. Leadership in Open Space requires a style that some may find uncomfortable and counter-intuitive. This is especially true for those who equate leadership with control. There is no question that when we know exactly what we are doing, and where we want to go (as is presumably the case, for example, in a manufacturing process), tight controls are essential. In fact, control is the very heart of good management. We get into trouble, however, when we understand

leadership simply as advanced management, and therefore, if the manager controls, the leader must control absolutely. Sensitive leaders today, in a world marked by progressively expanding Open Space, know all too well that most of what they have to deal with is beyond their control, and maybe out of control.

Leadership defined as control can only fail. But that is not the only definition. Gandhi described the leader as one who intuits which way the parade is moving, and then races to reach the head of it. The function of leadership is to provide a focal point for direction, and not to mandate and control a minute-by-minute plan of action. The details must be left to the troops, which means amongst other things, the troops must be trusted. In no case can any leader possibly solve all problems or direct all actions. Leadership in Open Space requires that one set the direction, define and honor the space, and let go.

There are Four Principles and One Law which serve as guides to the leader and all participants. The principles are: Whoever comes is the right people. Whatever happens is the only thing that could have. Whenever it starts is the right time. When it is over, it is over.

The first principle reminds everyone of the obvious fact that those present are the only ones there. Whatever gets done will get done with them, or not at all. There is little point, therefore in worrying about all those who should have come, might have come, but didn't come. It is essential to concentrate on those who are there. The experience is that, in some strange way, the group present is always the right group.

In more practical terms, it has been discovered that if the group is deeply involved in the issue at hand and excited by the possibilities, that involvement and excitement are contagious, and others will soon join in. Even if the technical expertise present is not of the highest order, a committed group will find the needed expertise. However, if all the time is spent in telling each other that the group is neither right nor competent, it is always the case that the group will live down to its expectations.

None of this is to suggest that effort should not be made before the gathering to be sure that invitations are extended to critical people. Or indeed that those critical people should not be specially urged to attend. However, when the gathering starts, it is unarguably true: those who came are the ones who came. Whatever gets done will be done by them, or not at all. They will be the right people.

The second principle is yet another statement of the obvious. Given the theme (job) at hand and the people in attendance, whatever happens is the only thing that could have. Change the people, time, place, or theme, and something different will result. It is, of course possible that the result of the gathering could be a miserable failure, but experience shows that such a negative result is usually the product of negative expectations. Expect the worst, and you will very often get it.

Expectations are in fact critical. Be prepared to be surprised -- positively. Those who come to an Open Space event with a precise and detailed list of intended outcomes will be frustrated. More than that, they will inevitably miss the positive and useful things that occur. Never before, and never again will the assembled group gather in that time and place. No one could possibly predict the synergism of effect that will take place when those particular people assemble. Some of what happens will be non-useful. But it is the special function of the leader to raise the expectations of the group, and heighten their sensitivity to the opportunities at hand, whatever they may be.

Here is the most difficult and important point about leadership in Open Space. *The leader must truly trust the group to find its own way.* Attempts on the part of the leader to impose specific outcomes or agenda will totally abort the process. Any person who is not fully prepared to let go of their own detailed agenda should not lead.

The third principle will seem essentially wrong to those whose lives have been dictated by the clock, which is basically all of us. The conventional wisdom says that if you want to get something done, you must start on time. The conventional wisdom is right so long as you know what you are going to do, and how. On the other hand, when creativity, and real learning are involved, the clock can be more of a detriment than an assist. Things will start when they are ready, and whenever they start is the right time. In fact, when the creative learning moment arrives, it seems to create its own time, or put another way, clocks don't seem to matter much anymore. The Open Space environment provides the nutrient setting for creative activity, and those who would lead in that environment must keep their eye on the creative process and forget about the clock. When "it" happens, it will happen in its own time, and scheduling a breakthrough for 10 am is not only an exercise in futility, it is consummately destructive of Open Space.

Open Space Events do, of course, occur in time, which means that there must be a time of beginning and a time for closure. But everything in the middle must be allowed to run its own course.

The final principle, "When it is over, it is over," again states the obvious, but it is a point we may forget. Deep learning and creativity both have their own internal life cycle. They may take more or less time, but when they come to completion, they are over. Occasionally this means that we have to spend more time than we had planned, but more often than not, the reverse is true. The creative moment has a nasty habit of occurring very quickly, and just because the session or meeting was scheduled to take two hours is no reason to sit around and waste time after the moment has passed. When it is over, it is over.

Finally we come to the One Law of Open Space. It is a law only in the sense that all participants must observe it or the process will not work. We call it the Law of Two Feet. Briefly stated, this law says that every individual has two feet, and must be prepared to use them. Responsibility for a successful outcome in any Open Space Event resides with exactly one person -- each participant. Individuals can make a difference and must make a difference. If that is not true in a given situation, they, and they alone, must take responsibility to use their two feet, and move to a new place where they can make a difference. This departure need not be made in anger or hostility, but only after honoring the people involved and the space they occupy. By word or gesture, indicate that you have nothing further to contribute, wish them well, and go and do something useful.

## WHEN NOT TO USE OPEN SPACE TECHNOLOGY

As there are individuals who should not lead in Open Space, there are also situations in which Open Space Technology is not appropriate, and in fact may be counter-productive. Open Space Technology is effective when real learning, innovation, and departure from the norm are required. When you aren't quite sure where you are, and less than clear about where you are headed, and require the best thinking and support from all those who wish to be involved, Open Space Technology will provide the means.

On the other hand, if the present state, and future position are crystal clear, along with all the intervening steps, Open Space Technology is not only a waste of time, it will be very frustrating. Using a very mundane example, if the task at hand is the implementation of a known technology, such as a word processing program, or an established office procedure, inviting people to be creative and inventive is quite beside the point. They simply have to learn the skills and methods required. There is no mystery. Just do it.

## CREATING OPEN SPACE -- Introducing The Event

With the preamble out of the way, it is time to get on with the event. What follows is a walkthrough of the format we have used. But please do not treat it as an unchangeable script. The needs of your group and your own style will ultimately determine the best way.

If this is a "first time" for you as a leader, we strongly suggest that you take a practice run through. Start by becoming completely familiar with the walkthrough material provided below. Imagine that you are actually leading a group, and read through the script. Do this until you don't need the script, and then go one step further. Forget the script's words and use your own. At that point, you are probably ready for a real group, but don't make your first effort "the critical one." Find some friends and colleagues who are willing guinea pigs. They should have fun, and so should you. As a matter of fact, having fun is the key indicator that you are ready to take on a group for real. If it isn't fun, don't do it. Maybe you should never do it, or maybe you just need more practice. But HAVE FUN.

Assume that your group is now assembled in a circle, with a large blank wall behind them. You walk into the center and begin:

"Our theme for this gathering is \_\_\_\_\_. In the next \_\_\_days, we are going to develop our best thoughts around the issues and opportunities associated with our theme.

As we start, I want you to notice the blank wall. That is our agenda. Just out of curiosity, how many times have you ever been to a meeting where the agenda was a completely blank wall?

If you are wondering how you ever got into all this, or even more, how you will ever get out, you should know that while Open Space Technology is a new approach, it is not untried. Groups all over the world, some as large as 400, regularly create their own agendas for multi-day meetings in less than one hour. They then proceed to self-manage the whole affair. While this is not a contest, there is no reason for you to do less well than those who have gone before you."

It is worthwhile to pause a moment here. Let them look at the blank wall and really understand that there is no agenda except as they make it. Some people will begin to feel rather nervous, and others will be demonstrably so, but nervousness (anxiety) at this point is a plus, for it represents available energy or spirit just waiting to happen. The art is to wait long enough for it to build, but not so long that people will question what they are doing, or worse yet begin a discussion about the whole process. If that sort of discussion begins, you will have lost the moment. So pause for a moment, and then move on.

**"To get 'from here to there' we will use two very simple mechanisms -- the Community Bulletin Board, and the Village Market Place. In a few moments, I will ask you to identify any issue or opportunity you see around our theme, give it a short title and write that down on the paper provided. Then stand up in front of the group, say what your issue is, and post the paper on the wall. Make sure that you have some real passion for this issue, and that it is not just a good idea for somebody else to do. For you will be expected to take personal responsibility for the discussion. That means saying where and when the group will meet, convening the group, and entering the results of your discussion into our computer system (if you are using a system). You may offer as many issues as you like, and if at the end of the day, you do not see your issue on the wall, there is exactly one person to complain to. Yourself.**

**"Once all the issues are up, we will then open the Village Market Place, and everybody will be invited to come to the wall and sign up for as few or as many of the groups as they desire. From there on out, you are in charge.**

**"Even though Open Space is truly open, there are some principles and one law that we need to keep in mind. The Four Principles are. . . [see above]. And the Law is what we call the Law of Two Feet. Everybody has them. . . [see above]."**

We find it helpful to write the Four Principles and One Law out on a large piece of paper which may be hung on the wall for future reference.

**"Keeping the Four Principles in mind, along with the One Law, it is now time to get to work. Along that line, there is one question to start. *What are the issues and opportunities around our theme, for which you have real passion and will take genuine responsibility?***

**"And when you have identified an issue or area, give it a short title, write it down on the paper provided and sign it. Leave some room at the bottom for others to sign."**

If you have a relatively large group (25 and up) it is helpful to have paper available in a pile in the center of the circle. A basket of magic markers will also help. The paper should be large enough so that when taped to the wall it may be easily read by the group from a distance of about 10 feet.

**"As soon as you are ready, stand up where you are, read out your title, and tape it to the wall. Don't wait to be asked. Go when you are ready."**

Keep on going until everybody with a subject they want to work on has posted it on the wall. There will be a certain amount of noise and confusion, which is positive and good, but keep it down a little bit so people can hear. Most important, don't let the people start to discuss any of the items at this point. There will be plenty of time for that.

When it seems that all the items have been posted on the wall, ask if there are any more, and direct the group's attention to the wall. If your group is like all others we have worked with, the wall should now be covered with things to do. You might say something like:

**"For those of you who wondered whether we would have something to do, you might take a look at our wall. You might also note that we have generated the items for our agenda in less than \_\_\_\_ minutes.**

**"Our next act is to figure out who is going to do what, when, and where. To move that business, I would ask that every person who has an item on the wall go up and write down the time and place where your group will meet.**

**"Make sure your name is on the paper. For example, your group will meet from 10 to 12 o'clock in conference room C, or maybe out by the swimming pool. Space is on a first come, first served basis."**

Prior to this part of the program, the leader should post a list of available meeting places. Of course if you are the only group meeting in a conference center, the space problem is simplified, and the groups can meet anywhere they feel comfortable.

**"Don't worry about conflicts. We'll work all that out in a moment. Once you have selected a time, move your paper to the appropriate part of the wall. If you want to meet early, put it on the left side. For the end of the meeting, put it on the right. Those who want to gather in the middle, put it in the middle."**

For meetings lasting longer than one day, it is helpful to divide the wall with tape into as many sections as there are days. You might also post *Morning Announcements* with a time at the beginning of each day, and *Evening News* just before supper. Additional time demarcations are not needed and tend to get in the way.

**"While they are doing that, all the rest of you might also stand up and take a look at the various offerings. When you find one that interests you, where you could learn or contribute, sign your name on the bottom. Sign up for as many as you like, and don't worry about conflicts. We'll take care of them in a minute. It may seem a little chaotic, but it turns out that chaos is the way the fields of the mind are plowed so that new ideas can grow."**

At this point, things are likely to get pretty noisy, and some might say chaotic. Leaders used to having things happen in relative silence, and in strict order may get very nervous. It is all right to be nervous, but don't try to straighten things out. THE GROUP WILL TAKE CARE OF ITSELF. A little chaos at this point is a good and necessary thing. First of all, everybody probably needs a stretch and some conversation. But most of all the rising noise level is a positive indication that the group is getting to work, and good things are happening.

Let the group bubble along for a few minutes, but before long some people will start to experience conflicts. They want to go to two different groups which are supposed to meet at the same time. Or two different groups are scheduled to meet in the same place at the same time. When you sense this happening, or even if you don't, stand up and get the group's attention. You may have to raise your voice, but noise won't hurt.

**"Some of you may be finding a few conflicts, but it should be easy to work out. It is called negotiation. If you want to go to two groups meeting at the same time, find the group leaders and see if you can get them to merge their sessions or change their times. Of course, if they won't do that, you will just have to make a choice, but that is the way life is.**

**"From here on out -- you are on your own. As soon as your group is ready to go to work, go to it. We'll see you all back here at \_\_\_\_\_ [Evening News, Closing Session, whatever]."**

We find it very useful at this point for the leader to actually leave the room, if only for a cup of coffee. It really makes the point, as little else could, that each individual and the total group are now responsible for what happens.

From here on out, the role of the leader will be infinitely less visible, but very important. There are, of course, several specific things to be done, such as convening the Morning Announcements, Evening News, and the Closing Session. The leader should also make arrangement for the collection of the conference out-put if a record of formal decisions and deliberations is required. This may be as simple as having flip-charts transcribed, or even better, insuring that the computer conferencing system is up, accessible, and used.

One most important function on the leader's to do list is to take care of the room and the wall where the created agenda lies. We find ourselves spending a lot of time in that room, sometimes doing little more than picking up coffee cups, or re-taping agenda items that have come unglued. This may seem trivial and non-useful, but at the symbolic level it is a powerful statement of the leader's concern for the common space. On a more practical level, it usually turns out that the initial meeting room plays the role of "Mission Control." It is the place where everybody, sooner or latter, drops by to see what's happening or where to go next. Simply by being there, it is possible to keep tabs on how everything is coming along.

The major function of the leader, however, is not to do certain, specific things, but rather to sustain the atmosphere of Open Space. In most cases this involves little more than walking about and seeing how things are going. When difficulty is encountered, it is important not to take charge, but rather to throw responsibility back on those who need to hold it. For example, it is not unlikely that one or two of the participants will find themselves slightly lost, and come to the leader expecting to be told what to do. An appropriate response would be a question -- "What would you like to do?" followed up with the assurance that there is nothing wrong with doing nothing. It may just be that some individuals' unique contribution will be made by sitting under a tree and thinking all by themselves. The result of that thinking may show up in a later session, at the Evening News, or six weeks later in a company meeting. Open Space requires real freedom, and real responsibility.

Sometimes it happens that overly zealous participants feel that their ideas are so important or powerful that everybody in a particular group (or even in the whole conference) should pay attention and listen. This one has to be nipped in the bud -- carefully. The way out is not to directly challenge the person, but rather to remind the assembled group of the Law of Two Feet. If everybody truly wants to listen, they should do that. But if that is not their desire, they have two feet which they should use. There is no need to argue and shout, just thank the group and leave. Egomaniacs quickly get the picture when everybody leaves.





## December 2017 Islands Trust Council

# Transport Canada Ocean Protection Plan

10:45 a.m. – 12:45 p.m. Wednesday, December 6<sup>th</sup>, 2017

**Purpose:** To inform Trust Council about how the federal ocean protection plan will be implemented in the Salish Sea region and current and upcoming consultation opportunities.

**Resources:** Lorraine Gill, Manager, OPP engagement, South Coast, Transport Canada  
Vija Poruks, Project Manager, OPP engagement, South Coast, Transport Canada  
Clare Frater, Director of Trust Area Services  
Russ Hotsenpiller, Chief Administrative Officer

| TIME                       | TOPIC                                      | WHO           |
|----------------------------|--------------------------------------------|---------------|
| 10:45 a.m.-<br>11:05 a.m.  | Overview of OPP                            | Lorraine Gill |
| 11:05 a.m.-<br>11:25 a.m.  | Overview of national anchorage initiatives | Vija Poruks   |
| 11:25 a.m. –<br>12:45 p.m. | Discussion                                 | All           |

### Islands Trust Policy Statement, Preamble, Part II:

*“To achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities.”*

Policy Statement policy 3.1.9: Trust Council encourages actions and programs of other government agencies which:

- place priority on the side of protection for Trust Area ecosystems when judgment must be exercised,
- protect the diversity of native species and habitats in the Trust Area, and
- prevent pollution of the air, land and fresh and marine waters of the Trust Area.

Policy Statement policy 5.3.8: Trust Council encourages Provincial and Federal agencies to ensure safe shipment of materials hazardous to the environment.

**From:** Michael Sketch  
**Sent:** Sunday, November 12, 2017 5:34 PM  
**To:** Emma Restall  
**Cc:** Michael Sketch  
**Subject:** Delegation request for M Sketch at Dec Trust Council

Emma - Please accept my request to be delegation at the Islands Trust 05-07Dec quarterly meeting, Marriott Hotel, Humbolt St., Victoria.

I understand speakers may have a maximum of 10 minutes to address Trust Council, probably in the early afternoon of Wed06Dec2017.

My name is Michael Sketch and the topic I would like to address is:

**Islands Trust Act and Policy Amendments in prospect:**

**Significance of the joint Confederation and Federation governance model  
in preserving and protecting Trust Area agricultural soil ecosystems.**

Thank you

Michael Sketch  
3305 Port Washington Rd.  
Pender Island  
British Columbia V0N 2M1

**From:** Peter Lamb  
**Sent:** Tuesday, November 14, 2017 4:38 PM  
**To:** Emma Restall  
**Subject:** Delegation request

Emma,

We would like to appear as a delegation to Trust Council on December 6, 2017 on the subject of Islands Trust Act Amendments.

The rejection of incorporation on Salt Spring in the recent referendum confirmed the importance of retaining the authority of the Islands Trust and its preserve and protect mandate.

On Salt Spring, a new group -“Positively Forward”- has been formed by members of the former Positively NO campaign to promote initiatives to improve local governance, including enhancement of the role of the Trust through legislative and other changes. We are aware of the program begun by Trust Council in 2017 and the proposed process for identifying potential legislative amendments for further consideration by Council.

We understand that there will be a workshop for all trustees at the upcoming December Council meeting which will inform any future considerations, including seeking Ministry comments on any proposed legislative amendments. We plan to attend that session for information and look forward to hearing about the proposed preliminary analysis on options for legislative change to the Islands Trust Act.

At this stage in your deliberations, we want to express our keen interest in the work of Trust Council on this issue, on the need to develop a meaningful public engagement process for island communities and organisations as well as offering some preliminary thoughts.

Peter Lamb  
On behalf of the Positively Forward group.



## December 2017 Islands Trust Council

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

3:30 p.m. – 4:30 p.m. Wednesday, December 6<sup>th</sup>, 2017

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

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

| TIME                  | TOPIC                                                                                                       | WHO          |
|-----------------------|-------------------------------------------------------------------------------------------------------------|--------------|
| 3:30 p.m. – 3:50 p.m. | Proposed National Marine Conservation Area Reserve establishment process                                    | James Gordon |
| 3:30 p.m.– 4:05 p.m.  | First Nations consultation for the proposed National Marine Conservation Area Reserve establishment process | Lisa Joe     |
| 4:05 p.m. – 4:30 p.m. | <b>Discussion</b>                                                                                           | All          |

### Islands Trust Policy Statement

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



## Islands Trust

## Dialogue with San Juan County Council

**4:30 p.m. – 5:30 p.m., Wednesday, December 6, 2017**

**Purpose:** To discuss issues of mutual interest, share information and provide an opportunity for trustees and councilors to learn from each other's experiences in island governance.

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

**Guests:** San Juan County Council:  
 Jamie Stephens, Chair, Dist. 3 Rep. (Lopez/Shaw) January 2011 – Present  
 Rick Hughes, Vice-Chair, Dist. 2 Rep. (Orcas) January 2013 - Present  
 Bill Watson , Dist. 1 Rep. (San Juan) January 2017 – Present

**Resources:** Russ Hotsenpiller, Chief Administrative Officer  
Clare Frater, Director, Trust Area Services

[illegible]

## Island Trust Council Priorities Chart

Print Date: November 17, 2017

| Islands Trust Council Goals                                                                                                                                                                                                                              | Executive Committee                                                                                                                                                                      | Trust Fund Board                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.Ecosystem Preservation and Protection<br>2.Ensure human activity and development are compatible with maintenance of Trust Area ecosystems<br>3.Sustain Island Character and Healthy Communities<br>4.Effective, Efficient and Collaborative Governance | 1.Islands Trust Act Amendments<br>2.Oil Spill and Shipping Safety<br>3.Revisions to Crown Land protocol agreements and letters of understanding<br>4.First Nations Relationship Building | 1.Strategic Planning/Administration<br>2.Covenant and Property Acquisitions<br>3.Property and Covenant Management<br>4.Communications<br>5.Fundraising and Conservancy Support |

| Financial Planning Committee                                                                                                                                                                      | Local Planning Committee                                                                                                                       | Trust Programs Committee                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.First draft of the 2018/19 Budget<br>2.Complete review of Purchasing Procedure Policy 6.5.iii.<br>3.Consider revisions to Trust Council Policy 7.2 vi<br>Municipal Tax Requisition Calculation. | 1.Community Housing Needs<br>2.Protect Coastal Douglas-fir and Associated Ecosystems<br>3.Land Use Consultation for Radio Communication Towers | 1.Review the Islands Trust Policy Statement<br>2.Protect Quality and Quantity of Water Resources<br>3.Promote the marine health of Baynes Sound/Lambert Channel |



| <p><b>Southern Team</b><br/>Galiano, Mayne, N. Pender, S. Pender, Saturna</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Northern Team</b><br/>Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti and Thetis</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p><b>Salt Spring Team</b></p>                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Galiano</b> - Telecommunication Strategy; Affordable Housing Strategy; Dock Review;</li> <li>• <b>Mayne</b> - Riparian Area Regulation Implementation; Fallow Deer Eradication; Commercial Land Use Review;</li> <li>• <b>North Pender</b> - Land Use Planning for Waste Management; Housing; First Nations Interests;</li> <li>• <b>Saturna</b> - First Nations Relationship Building ; LUB Technical Review;</li> <li>• <b>South Pender</b> - First Nations Reconciliation; Heritage Conservation; Pedestrian and Cycle Routes;</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Ballenas-Winchelsea s</b> - Nanoose First Nation Relationship Building.; Advocacy for the protection and appropriate use of Crown islets.;</li> <li>• <b>Denman</b> - Relationship building with Komoks First Nation ; Denman Island Farm Plan Implementation; Marine Issues; Denman Village Community Design Charrette;</li> <li>• <b>Gabriola</b> - First Nations Relationship Building; Mudge Island targeted review of OCP/LUB; Housing Options Review Project; Water taxi feasibility ;</li> <li>• <b>Gambier</b> - Riparian Areas Regulation ; Keats Island OCP/LUB Amendments; OCP Advocacy Policies - Implementation &amp; Support Gambier OCP Comprehensive Review;</li> <li>• <b>Hornby</b> - Communication with residents/owners.; Housing amendments; Vacation Home Rental Policy Review; Relationship building with Komoks First Nation;</li> <li>• <b>Lasqueti</b> - Community to Community Forum; Shoreline Protection Project; Review of Lasqueti subdivision regulations ;</li> <li>• <b>Thetis</b> - Riparian Areas Regulation Implementation; Ruxton Island Private Moorage Review; Follow up on Lyackson FN comments post adoption of Thetis Assoc. Islands OCP and LUB;</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Salt Spring</b> - Watershed Management + SSIWPA; LUB Update - Industrial Zones; Ganges Village Area Planning - Harbourwalk; LUB Update - Rural Watershed Uses. Agricultural uses appear incompatible with watershed drinking water quality.; Affordable Rental Housing - Cottages;</li> </ul> |

**Trust Council Quarterly Meeting Schedule**  
**March 13-15, 2018**  
**Harbour House Hotel**

**DRAFT**

| Tuesday, March 13                                                                                                                                                                                                | Wednesday, March 14                                                                                                                                                                                                 | Thursday, March 15                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ferries to Salt Spring Island:</b><br>From (25 minute sailing)<br>9:00 am<br>11:00 am                                                                                                                         | <b>7:30 Breakfast</b>                                                                                                                                                                                               | <b>7:30 Breakfast</b>                                                                                                                                                                                       |
| <b>12:00 Executive Committee Meeting</b>                                                                                                                                                                         | <b>8:30 New Business Items*</b>                                                                                                                                                                                     | <b>8:30 Closed meeting</b>                                                                                                                                                                                  |
| <b>12:30 Lunch</b>                                                                                                                                                                                               | <b>9:30 Administrative Services</b><br>Director's Report<br>* FPC Work Program Report<br>* Quarterly Financial Report - RFD<br>* Financial Forecast - Briefing<br>* Select Committee Victoria Office Location - RFD | <b>9:15 Adapting to Climate Change Session</b>                                                                                                                                                              |
| <b>1:30 Call to Order and Approval of Agenda</b><br>RWMs<br>* Adoption of Minutes<br>FUAL<br>Trustee Round Table                                                                                                 | <b>10:15 Break</b>                                                                                                                                                                                                  | <b>10:00 Break</b>                                                                                                                                                                                          |
| <b>2:45 Break</b>                                                                                                                                                                                                | <b>10:30 2017/18 Budget Overview and Approval</b><br>*<br>*<br>*                                                                                                                                                    | <b>10:15 Summary/Updates</b><br>Trustee Updates<br>Priorities Chart<br>Proposed June TC Draft Agenda Program                                                                                                |
| <b>3:00 2017/18 Budget Review and Discussion on Amendments</b><br>Budget Session Outline<br>Budget Overview<br>Budget Assumptions and Principles<br>Budget Detail<br>Projects<br>Staffing<br>Public Consultation | <b>11:00 Trust Area Services</b><br>Director's Report<br>* TPC Work Program<br>Trust Fund Board Report                                                                                                              | <b>11:30 Lunch</b>                                                                                                                                                                                          |
| <b>4:00 Executive</b><br>CAO's Report<br>* EC Work Program<br>Continuous Learning Plan<br>Strategic Plan Quarterly Update<br>Islands Trust Transition Plan                                                       | <b>12:30 Lunch</b>                                                                                                                                                                                                  | <b>12:30 Correspondence</b>                                                                                                                                                                                 |
| <b>4:45 Local Planning Services</b><br>Director's Report<br>* LPC Work Program<br>First Nations Communications Guide                                                                                             | <b>1:30 Community Presentations</b>                                                                                                                                                                                 | <b>1:00 Adjournment (approx.)</b>                                                                                                                                                                           |
| <b>5:15 Adjourn for the day</b>                                                                                                                                                                                  | <b>2:00 Delegations &amp; Town Hall</b>                                                                                                                                                                             | <b>Ferries from Salt Spring Island:</b><br>To (25 minute sailing)<br>1:50 pm<br>3:50 pm<br><br><br><b>Islands Trust</b> |
| <b>6:00 Dinner</b>                                                                                                                                                                                               | <b>3:00 Break</b>                                                                                                                                                                                                   |                                                                                                                                                                                                             |
|                                                                                                                                                                                                                  | <b>3:15 SESSION</b>                                                                                                                                                                                                 |                                                                                                                                                                                                             |
|                                                                                                                                                                                                                  | <b>5:00 Adjourn for the day</b>                                                                                                                                                                                     |                                                                                                                                                                                                             |
|                                                                                                                                                                                                                  | <b>6:00 Dinner with Former Trustees -</b>                                                                                                                                                                           |                                                                                                                                                                                                             |

\* Denotes resolution/decision items

Members of the public are invited to attend all sessions except any closed meetings and meals.



Trustee Sponsored  
**REQUEST FOR DECISION**

**To:** Trust Council **For the Meeting of:** December 5, 2007  
**From:** Trustees Rogers and Critchley **Date Prepared:** November 9, 2017  
**SUBJECT:** ISLANDS TRUST STANDARDS OF CONDUCT POLICY 2.7

---

**RECOMMENDATION:** That Trust Council amend the policy as recommended below to affirm the right of Trustees to comment publicly about local political matters that substantively affect the Trust Area as a whole or other Local Trust Areas:

2.7 As an elected official, respect local autonomy and avoid becoming publicly involved in the local politics or controversial issues that are local in nature in an area outside a local trust area or island municipality that he or she represents unless the local political issue could affect other Local Trust Areas or the Trust as a whole.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** This matter is for Trust Council to deliberate as to the best outcome. Current policy requires that public involvement in issues by Trustees outside their LTC area is avoided. The limits of the current policy approach may not be adequate to address all of the potential issues that face the Islands Trust. The suggested changes will provide some flexibility to open this matter up to discussion on a case by case basis. It will also increase discretion in determining the line between local and Islands Trust wide issues.

---

**1 PURPOSE:**

To seek an amendment to 2.7 of the Islands Trust Policy Manual in order to allow Trustees the option of commenting publicly about local political matters.

**2 BACKGROUND:**

As an introduction to this discussion, the Trustees introducing this subject wish to make it clear that they take no issue with Trust Policy Statement 5.8.3. It is and always should be for "island communities ... themselves ... to determine the most effective local government structure to support their local autonomy and specific community needs within the object of the Islands Trust".

The Salt Spring "incorporation" discussion and ensuing referendum absorbed a great deal of the physical, intellectual and emotional resources of the Islands Trust Council and staff for many months leading up to September 9th, 2017. In particular the CAO, the Executive and, undoubtedly, the Salt Spring Trustees spent countless hours involved in deliberations and discussions and preparing reports for Trust Council and others.

The actions of the Trust and Trust Council were governed by a perceived imperative to remain strictly neutral in the process despite the apparent reality that an outcome in favour of incorporation could have had very negative effects. This imperative seemed to emanate from a view of Policy Statement 5.8.3 and perhaps an understanding of the wishes of the provincial government.

Some Trustees felt uncomfortable that there was no participation in the Salt Spring discussion from Trustees from elsewhere. It felt wrong for some, knowing the negative implications for the Trust to not at least speak up on behalf of the Trust. After all there is another Standard of Conduct Policy that says:

1.1 Recognize that the chief functions of a Trust official are to serve the public, advocate the Trust mandate, and adhere to the Trust Policy.

Regrettably, no Trustee brought this issue to Trust Council prior to September 9th to clarify any role

non-Salt Spring Trustees might play in the debate occurring on Salt Spring.

As the vote date approached, advocates specifically for the “No” campaign urged all Trustees to speak “on behalf of the Trust.” Some Trustees had already been considering speaking publicly about the issue.

When it became known that some Trustees were considering making statements (as individual Trustees) a debate ensued on-line with some Trustees holding that Standard of Conduct Policy 2.7 prohibited such expression of opinion and others rejecting this view. To be frank the discussion was difficult. It is impossible to anticipate when issues that might engage these principles might emerge again but given the strongly held views on this topic, we propose to engender the debate and amend the policy.

It is recognized that the vast majority of local governance issues considered by Local Trust Committees should not attract comment from Trustees from other areas.

### **3 IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:** This will have little impact on the organization.

**FINANCIAL:** There are no financial implications to adoption of this recommendation.

**POLICY:** N/A

**IMPLEMENTATION/COMMUNICATIONS:** N/A

**FIRST NATIONS:** N/A

**OTHER:** N/A

### **4 RELEVANT POLICIES:**

#### Standard of Conduct Policy

##### **1. Performance of Duties**

1.1 Recognize that the chief functions of a Trust official are to serve the public, advocate the Trust mandate, and adhere to the Trust Policy.

2.7 As an elected official, respect local autonomy and avoid becoming publicly involved in the local politics or controversial local issues in an area outside a local trust area or island municipality that he or she represents unless the elected official first consults with the local trustees or municipal trustees.

#### Trust Policy Statement

5.8.3 Trust Council holds that island communities within the Trust Area are themselves best able to determine the most effective local government structure to support their local autonomy and specific community needs within the object of the Islands Trust.

---

### **RESPONSE OPTIONS**

#### **Recommendation:**

**That Trust Council amend the policy as recommended below to affirm the right of Trustees to comment publicly about local political matters that substantively affect the Trust Area as a whole or other Local Trust Areas:**

2.7 As an elected official, respect local autonomy and avoid becoming publicly involved in the local politics or controversial issues that are local in nature in an area outside a local trust area or island municipality that he or she represents unless the local political issue could affect other Local Trust Areas or the Trust as a whole.

**Alternative:** Do not amend the policy.

---

**Prepared By:** Trustees Rogers and Critchley / October 30, 2017

**Reviewed By/Date:** Russ Hotsenpiller / November 9, 2017