



Trust Programs Committee Revised Agenda

Date: Monday, February 6, 2023
Time: 10:00 am - 3:00 pm
Location: Electronic Zoom Meeting

Pages

1. **CALL TO ORDER**
2. **AGENDA**
 - 2.1 **Review of the Agenda**

Late items, new items and re-ordering of the agenda
 - 2.2 **Approval of Agenda**
3. **PUBLIC COMMENT PERIOD**
4. **DELEGATIONS**

None.
5. **CORRESPONDENCE**

None.
6. **ADMINISTRATIVE COORDINATION**
 - 6.1 **Draft Minutes of Previous Meetings**
 - 6.1.1 **TPC Minutes of January 9, 2023** 3 - 7

For review and approval.
 - 6.2 **Resolutions Without Meeting**

None.
 - 6.3 **Follow up Action List** 8 - 9

For review
7. **BUSINESS - WORK PROGRAM ITEMS**
 - 7.1 **TPC Work Program Review - Briefing** 10 - 11
 - 7.1.1 **Stewardship Education Program Overview** 12 - 15
 - 7.1.2 **Secretariat Services Program Overview** 16 - 18

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8.1.3	Stewardship Education Business Case	38 - 40
8.2	Policy Statement Amendment Project Business Case - Recommendations to Executive Committee for next steps - Verbal discussion	41 - 41
8.3	Venues and scheduling for two potential in-person meetings in 2023/24 – Verbal update	
9.	BUSINESS - NEW	
10.	WORK PROGRAM	42 - 43
	For review and referral to Trust Council before each quarterly TC meeting	
11.	NEXT MEETING	
	Monday, April 3, from 10:00 a.m. to 3:00 p.m.	
12.	CLOSED MEETING	
	If desired:	
	That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.	
13.	RISE AND REPORT	
	If requested	
14.	ADJOURNMENT	
	*Approximate time is provided for the convenience of the public only and is subject to change without notice.	



Trust Programs Committee Minutes of a Special Meeting

Date: January 9, 2023
Location: Electronic Meeting

Members Present: Alex Allen, Hornby Island Trustee
Sam Borthwick, Denman Island Trustee
Kristina Evans, South Pender Island Trustee
Sue Ellen Fast, Bowen Island Municipal Trustee
Jamie Harris, Salt Spring Island Trustee
Tim Peterson, Lasqueti Island Trustee (EC Representative)
Peter Luckham, Islands Trust Council Chair (Ex Officio)

Staff Present: Clare Frater, Director, Trust Area Services
Dilani Hippola, Senior Policy Advisor
Gillian Nicol, Program Coordinator
Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

The meeting was called to order at 9:35 a.m. by Director Frater who welcomed the new members of the Committee, indicated that she would act as Chair until a Trust Programs Committee (TPC) Chair is elected, and acknowledged that participants of the meeting were on the traditional and treaty territories of many First Nations and that the Islands Trust is committed to reconciliation and to working together to preserve and protect.

2. AGENDA

2.1 Review of Agenda

No late item nor change to the agenda was presented for consideration.

2.2 Approval of Agenda

By general consent the agenda was approved.

3. COMMITTEE ORIENTATION

3.1 Trust Council Policy 2.3.4 TPC Terms of Reference

Director Frater presented the Policy for information.

3.2 Council Committee Toolkit

The toolkit was provided for information.

3.3 Meetings Orientation

The orientation presentation was provided for information.

Islands Trust Chair Luckham joined the meeting at 10:19 a.m.

3.4 Letter from Outgoing TPC Chair

Director Frater presented the letter for information.

4. ELECTION OF TPC CHAIR AND VICE CHAIR

Director Frater described the election process and initiated the election for the TPC Chair. Trustees Allen and Evans were nominated for Chair and both accepted their nomination.

TPC-2023-001

It was MOVED and SECONDED,
that Trust Programs Committee appoint Trustee Borthwick as election scrutineer for the election of the Chair.

CARRIED

Director Frater conducted the vote and declared that Trustee Evans was elected as TPC Chair.

Trustees Allen and Harris were nominated for Vice Chair and both accepted their nomination.

TPC-2023-002

It was MOVED and SECONDED,
that Trust Programs Committee appoint Trustee Borthwick as election scrutineer for the election of the Vice Chair.

CARRIED

Director Frater conducted the vote and declared that Trustee Allen was elected as Vice Chair.

Trustee Evans assumed the role of TPC Chair for the remainder of the meeting.

5. PUBLIC COMMENT PERIOD

No member of the public was present.

6. DELEGATIONS

None.

7. CORRESPONDENCE

None.

8. ADMINISTRATIVE COORDINATION

8.1 Draft Minutes of Previous Meeting

None. Previous minutes approved by outgoing TPC before term-end.

8.2 Resolutions Without Meeting

8.2.1 TPC RWM 2022-02 Adopt August 26, 2022 TPC Minutes

Provided for information.

8.2.2 TPC RWM 2022-03 Cancel November 25, 2022 TPC Meeting

Provided for information.

8.2.3 TPC RWM 2022-04 Schedule TPC Special Meeting January 9, 2023

Provided for information.

The Committee returned to agenda item #4.

4. ELECTION OF TPC CHAIR AND VICE CHAIR

Chair Evans indicated that she would be the TPC representative to the Financial Planning Committee (FPC). Vice Chair Allen indicated that he would be willing to be the alternate representative if and when Chair Evans is not available to attend a FPC meeting.

9. BUSINESS - WORK PROGRAM ITEMS

9.1 Review of TPC 2023/24 Business Cases - Briefing

Director Frater presented the briefing that provided an update on the Committee's proposed 2023/24 business cases for review. The Committee will review previous and potential initiatives/projects at the next meeting and did not request any changes to the current business cases. All proposed initiatives/projects will be reviewed by the Financial Planning Committee and Trust Council during budget discussions and TPC will have an opportunity to discuss how to utilize any funding that may be provided in a finalized budget.

10. BUSINESS - OTHER

10.1 TPC 2023 Meeting Schedule - RFD

Director Frater presented the Request for Decision.

TPC-2023-003

It was MOVED and SECONDED,

that Trust Programs Committee adopt the meeting dates of February 6, April 3, May 15, August 28 and November 6 for the 2023 calendar year and that the dates of April 3 and November 6 would be in-person meetings and the other dates would be electronic meetings.

DEFEATED

TPC-2023-004

It was MOVED and SECONDED,

that Trust Programs Committee adopt the meeting dates of February 6, April 3, May 15, August 28 and November 6 for the 2023 calendar year.

CARRIED

TPC-2023-005

It was MOVED and SECONDED,

that Trust Programs Committee request staff to investigate venues and scheduling for two potential in-person meetings.

CARRIED

The Committee then returned to agenda item #4.

4. ELECTION OF TPC CHAIR AND VICE CHAIR

Director Frater indicated that Trust Council Policy 2.3.1 Council Committee System states that “the Chair (or designate) of the Trust Programs Committee” is a member of the Financial Planning Committee and that the designate has been identified in the past either informally or by formal vote.

TPC-2023-006

It was MOVED and SECONDED,

that Trust Programs Committee Vice Chair serve as the Financial Planning Committee alternative if and when TPC Chair Evans is unavailable.

CARRIED

11. BUSINESS – NEW

None.

12. NEXT MEETING

The next scheduled meeting is Monday, February 6, from 9:00 a.m. to 2:00 p.m.

13. CLOSED MEETING

The Committee did not close the meeting.

14. RISE AND REPORT

As the Committee did not close the meeting, there was no need for the Committee to discuss this option.

15. ADJOURNMENT

By general consent the meeting adjourned at 12:37 p.m.

Kristina Evans, Chair

Certified Correct:

Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

Follow Up Action Report

Trust Programs Committee

29-Feb-2016

Activity	Responsibility	Dates	Status
1 Implement Crown Land Protocol project charter V2, circulate past RFD to TPC members, keep charter on future agendas until project is complete, and consider inventory of current referrals if it helps demonstrate the need for updating the letter of understanding.	Clare Frater	Target: 31-Aug-2026	In Progress

05-Nov-2020

Activity	Responsibility	Dates	Status
1 that Trust Programs Committee request staff to refine the Amending the Policy Statement Amendment Policy 1.2.1. RFD, and bring it back to Trust Programs Committee. ON HOLD pending staff capacity	Clare Frater Dilani Hippola	Target: 31-Aug-2026	In Progress

14-May-2021

Activity	Responsibility	Dates	Status
1 that Trust Programs Committee request staff to review current criteria, and to provide feedback or suggestions for criteria for future Secretariat Services applications.	Clare Frater	Target: 03-Apr-2023	In Progress

13-May-2022

Activity	Responsibility	Dates	Status
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Follow Up Action Report

Trust Programs Committee

13-May-2022

Activity	Responsibility	Dates	Status
1 that Trust Programs Committee endorse the Living in the Trust Area Mailing Program Project Charter, dated May 13, 2022 and that staff need to consider how to evaluate the effectiveness of the program.	Clare Frater	Target: 15-May-2023	In Progress

09-Jan-2023

Activity	Responsibility	Dates	Status
1 that Trust Programs Committee adopt the meeting dates of February 6, April 3, May 15, August 28 and November 6 for the 2023 calendar year.	Robert Barlow	Target: 06-Feb-2023	Completed
2 that Trust Programs Committee request staff to investigate venues and scheduling for two potential in-person meetings.	Robert Barlow	Target: 06-Feb-2023	In Progress

BRIEFING

To:	Trust Programs Committee	For the Meeting of:	February 6, 2023
From:	Trust Area Services	Date Prepared:	January 31, 2023
SUBJECT:	Trust Programs Committee Work Program		

PURPOSE: To provide Trust Programs Committee with background on the active and future projects on its work program.

BACKGROUND: Council committee work is managed through Work Programs, as per Trust Council [Policy 6.7.1. Work Program, Follow-Up Action Lists and Priorities Chart](#). There are two general components to the Work Program: the Active Projects and the Future Projects lists.

Active Projects List: Council committees may identify prioritized work items that are then listed under Work Program in order of priority. Work items can be significant and long-term, such as the development of a new policy, or may be relatively minor. However, a committee may only have the capacity to undertake one major or significant project at a time. The Active Projects, unless very minor, should have a project charter and budget (as appropriate) before any significant work can begin.

Future Projects List: Council committees' Future Projects list is a record of work the committee has been assigned by Trust Council or those items it may wish to initiate in the future, once current priorities have been addressed. Action does not generally occur until the item is approved and moved to the Active Projects list, subject to available time and resources.

Work program management:

- Early in the term, the committee should identify potential work program priorities in consultation with staff.
- As new initiatives are proposed, senior staff review potential projects and report back to the committee on the feasibility of the project including: options; availability of resources; project scope and timeline; budget requirements; and consistency with policies, legislation and the Islands Trust Council's Strategic Plan.
- If additional resources are required, the project will need to be included as a budget request.
- Once a project is approved, staff will proceed with the work, reporting to the committee at each meeting. The Director manages the staff resources to complete the project within the projected timeline, budget and scope.

Committee members who wish to review the past history of Trust Programs Committee initiatives are encouraged to review past Annual Reports.

An overview of each item on the Committee's work program is attached.

ATTACHMENT(S):

1. Stewardship Education Program Overview
2. Secretariat Services Program Overview
3. Policy Statement Amendment Project Overview
4. Crown Land Agreements Project Overview
5. Community Stewardship Awards Overview
6. Community Benefit Land Trust Concept Overview

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date:

Stewardship Education Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Program Purpose:

To advance the 2018-2022 Strategic Plan objective to “improve community engagement and participation in Islands Trust work” through Strategy 4.3: “Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area”.

Program History:

Trust Programs Committee (TPC) has a history of offering public workshop and forums.

In 2017, Trust Programs Committee offered, co-organized and delivered 11 on-island well owner education workshops with the Ministry of Forests, Lands and Natural Resource Operations and local organizations. About 300 people participated. Almost all participants (90%+) said that they would be making some change to their well set-up or groundwater use as a result of the workshop, including: water testing; well maintenance; and getting registered or a license. Almost 100% of participants said that they would like Islands Trust to offer additional educational workshops and suggested the following topics: sewer/septic systems; advanced well maintenance such as abandoned well transitioning; greywater and rainwater harvesting; fire prevention; stewardship; and general information about the Islands Trust.

From December 2018-March 2019, Trust Programs Committee partnered with Living Oceans Society to offer six on-island sea level rise workshops. About 140 people participated.

In the 2018-2020 term, Trust Programs Committee decided the program would be focussed on educating community members on ways to contribute to mitigating and adapting to climate change in the Trust Area. Originally, there were plans for in-person events but due to the COVID-19 pandemic, staff recommended the program be via webinars.

From September –November 2020, Trust Programs Committee offered three webinars: Eelgrass: A Climate Hero; Ecosystem-based Adaptation; and Rainwater Harvesting. The webinars drew over 400 viewers and have been watched many times since. They have also been referenced by other organizations offering related educational opportunities.

In November 2020, TPC requested staff create a project charter for a Living in the Trust mailing package (also known as the “newcomers” package). The project was funded for 2021/22 along with a part-time community communications specialist position to support the project which was originally proposed by Financial Planning Committee as a bylaw enforcement prevention position.

The discussed intent was to raise awareness amongst residential property purchasers within the Islands Trust Area, prevent bylaw infractions and misunderstandings, and provide information on different government services in each local trust area/Bowen Island. It was noted that numerous land transactions in the Trust Area were resulting in many new landowners who may not be aware of Islands Trust.

Stewardship Education Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

The following materials were produced and reviewed by Trust Programs Committee:

1. Cover Letter (new)
2. Islands Trust brochure (new)
3. Islands Trust Conservancy rack card (update)
4. Land-use planning information and contact sheet (new)
5. Trust Area Stewardship tips guide (new)
6. Government and other services' contact sheets for 12 LTAs (new)
7. Groundwater conservation brochure (update)
8. Magnet design: 'You have to be more careful with an island' (new)

The packages were sent out as follows using a list generated from BC Assessment data and our Information Services staff:

- 1000 packages (January 2021 (estimate) - March 2022) were sent out in March 2022
- 100 packages (March 1st – July 15th, 2022) were sent out in August 2022

Staff have an arrangement with BC Mail (BC government mail service) to stuff and mail the packages, a cost effective approach. In the past, packages have also been provided to Trustees and local organizations to distribute.

In August 2022, Trust Programs Committee forwarded a business case to Financial Planning Committee for \$20,000 with the projected result/deliverable as "The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2023/24."

Program Budget:

Fiscal year	Initiative	Approximate costs
2017-2018	Well owner education workshops and materials	\$7,000
2018-2019	Sea level rise education workshops	\$4,250
2020-21	Webinars	\$3,000
2021-22	Living in the Trust Area mailing	\$13,000 budgeted, including a dedicated part-time staff position who also provided some assistance to general communications (\$35,000).
2022-23	Living in the Trust Area mailing	Costs for the Living in the Trust Area mailing are forecasted to be approx. \$6,000.
2023-24	To be determined by Trust Programs Committee	Staff can provide cost estimates for additional activities once they are proposed by Trust Programs Committee.

Stewardship Education Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Program Communications:

Information and related materials for the 2020 webinar series and the Living in the Trust Area project are on the [Stewardship Education](#) webpage. Stewardship education events are typically promoted via new releases, website content, e-mails to subscribers, emails to community groups and past participants, social media posts, weekly and monthly newspaper advertisements. Staff also provide content to Trustees so they can promote programming through their own channels.

Program Next Steps:

Staff will complete the third Living in the Trust Area mailing in February 2023 as per the attached project charter. Staff will also consider how to evaluate the effectiveness of the program as requested by Trust Programs Committee in April 2023 after the first year of the program has concluded. This is not yet achieved due to vacancy in the Communications Specialist position. Staff will develop project charters for stewardship education projects requested by the Committee for 2023/24.

Key Links to Additional Resources:

For further information about the program: <https://islandtrust.bc.ca/programs/stewardship-education/>

Stewardship Education Program - "Living in the Trust Area" Mailing Project Charter

Trust Programs Committee

Date: May 13, 2022

Purpose To guide the implementation of a regular (three times per year) mail out of introductory letter and informational materials new land purchasers in the Trust Area.

Background: In 2021/22 TPC developed a series of new materials were produced and in March 2022, packages were sent to 1000 new homeowners. The materials created and/or updated encompassed: Cover Letter (new); Islands Trust Brochure (new); Islands Trust Conservancy Rack Card (update); Land-use Planning Information and Contact sheet (new); Trust Area Stewardship Tips Guide (new); 'Government and Other Services' contact sheets for 12 local trust areas (new); Groundwater Conservation brochure (update); and Magnet design: 'You have to be more careful with an island'. GIS code was also developed for use in developing regular lists for regular mailings. A procedures document was also drafted to guide future mail-outs.

Staff estimate that there would be approximately 1100 packages to mail in 2022. Budget estimates assume that no new publications are added to the packages and that any graphic design changes are paid by the Trust Area Services Communications budget.

Objectives

- To improve awareness of the Islands Trust/Conservancy and the history and values of the region
- To provide new purchasers with information about preserving and protecting in Trust Area.
- To promote awareness and compliance with bylaws

In Scope

- Updates and printing costs for publication materials
- Postage and packaging costs
- Distribution to organizations and community locations that could provide the packages to new renters

Out of Scope

- Mailing to landowners who purchased prior to February 2022
- Mailings to new purchasers in apartment buildings/building strata
- Development of new materials

Work plan Overview

Deliverable/Milestone	Date
Update and printing of all materials	June 2022
Send mailings three times per year at regular intervals (July, October and February) .	July 2022 —Feb 2023

Project Team	
Director, Trust Area Services	Project Manager
Communications Specialist	Project Lead
Information Services Manager	GIS support for mailing list
Program Coordinator	Project Admin Support

Approved by:

Clare Frater

Date: May 5, 2022

Endorsement:

TPC resolution #:

TPC-2022-009

Budget

Budget Source: TPC Stewardship Education Program

Fiscal	Item	Cost
2022/2023	Printing	\$9,000.00
2022/2023	Letterhead, envelopes, packaging and postage	\$3,500.00
2022/2023	Mailing costs of print materials to BC Mail	\$150
2022/2023	Mailing costs of print materials to organizations that reach renters	\$350
	Total	\$13,000 ¹⁵

Secretariat Services Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Program Purpose:

To offer administrative support to coordination groups in the Islands Trust Area that convene to share information and collaborate or to determine, implement or carry out policies in the Trust Area.

In Trust Council's Secretariat Services policy 'secretariat services' is defined as "the provision of administrative support including, but not limited to, meeting organization, meeting administration, public notices, recording and distribution of meeting notes or minutes, and website hosting and updating".

Program History:

In January 2018, following the Salt Spring Island incorporation referendum, Trust Programs Committee began work 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. Three new members joined the committee to support this work. By October 2018, the Committee had identified areas where different levels of government could better coordinate efforts. These included affordable housing, aquaculture practices, roads, bylaw enforcement, parks and trails planning, and groundwater management, among others.

After the 2018 local election, Trust Programs Committee began the term by investigating the secretariat services function as a way to support better coordination amongst agencies/First Nations and elected officials.

Through 2018 -2020 Trust Programs Committee helped incubate the Baynes Sound Lambert Channel Ecosystem Forum and provided support to the Howe Sound (Atl'ka7tsem) Community Forum and related Task Forces.

In December 2019, Trust Council adopted the 2018-2022 Strategic Plan with Strategy #21: Provide a secretariat role to forums within the Trust Area. In September 2020, Trust Council passed a [Secretariat Services policy](#), as recommended by Trust Programs Committee.

The policy directs that Trust Programs Committee can only offer support to coordination groups that have an appointed representative of the Trust Council, Bowen Island Municipality, a local trust committee, or the Islands Trust Conservancy as a member or regular participant. This support is offered through direct staff or contractor support for administration needs and associated costs (e.g website hosting/posting, venue rentals). It is important to note the Secretariat Service is not a granting process.

During the May 2021 TPC meeting, TPC passed a motion requesting staff to engage with groups receiving Secretariat services on the impact/benefits of those services, and heard from the coordination groups that the funding was helpful and promoted better coordination, among other benefits.

The Secretariat Services policy states that "Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If staff resources or funding remain unallocated after this meeting, the Trust Programs Committee may consider additional opportunities at future meetings."

Secretariat Services Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Fiscal year	Coordinated group	Direct staff support to coordination groups	Contracted support	Total amount
2022/23	Baynes Sound Lambert Channel Ecosystem Forum		\$3,000	\$15,000
	-	-	\$4,000	
	Southern Gulf Islands Forum	-	\$5,000	
	Coastal Douglas-fir Conservation Partnership	60 hours	\$3,000	
	Rural Islands Economic Partnership	25 hours	\$0	
2021/22	Baynes Sound Lambert Channel Ecosystem Forum	80 hours	\$2,500	\$12,000
	Howe Sound Community Forum	-	\$3,500	
	Southern Gulf Islands Forum	31 hours	\$3,000	
	Coastal Douglas-fir Conservation Partnership	-	\$3,000	
	Rural Islands Economic partnership	25 hours	\$0	
2020/21	Baynes Sound Lambert Channel Ecosystem Forum	100 hours	\$3,500	\$11,100
	Howe Sound (Atl'ka7tsem) Community Forum and related Task Forces	-	\$3,800	
	Southern Gulf Islands Regional Forum	80 hours	\$3,000	
	Coastal Douglas-fir Conservation Partnership	-	\$800	
2019/20	Baynes Sound Lambert Channel Ecosystem Forum	100 hours	\$2,900	\$5,900.00
	Howe Sound (Atl'ka7tsem) Community Forum and related Task Forces	6 hours	\$3,000	
2018/19	Baynes Sound Lambert Channel Ecosystem Forum	Undetermined	\$6,000	\$6,000.00

In March 2022, Trust Council adopted a budget with \$15,000 for 2022/23 for secretariat services and in April 2022, Trust Programs Committee distributed the funding and services to five groups as outlined below.

Program Budget:

Please note: The Program Coordinator role was vacant from May 2021 to September 2022.

The draft 2023/24 budget includes \$15,000 requested via a Trust Programs Committee business case.

Program Communications:

Information about the Secretariat Services program is posted to the [Support for Coordination Groups webpage](#). Staff also advise coordination groups directly about Trust Programs Committee decisions.

Secretariat Services Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Program Next Steps:

Staff will continue to manage the contracts let in 2022/23 and will continue to liaise with coordination group contacts.

Staff will also provide a briefing to Trust Programs Committee in April 2023 to a Trust Programs Committee request for staff to review current program criteria, and to provide feedback or suggestions for criteria for future applications.

Staff expect to begin receiving requests for support from coordination groups in March 2023 for the 2023/24 fiscal year.

Key Links to Additional Resources:

For further information about the program: <https://islandstrust.bc.ca/programs/support-for-coordination-groups/>

Secretariat Services Policy: <https://islandstrust.bc.ca/document/policy-2-1-15-secretariat-services/>

Policy Statement Amendment Project (PSAP)

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Project Purpose:

The Policy Statement Amendment Project (PSAP) was launched in 2019 to update the Islands Trust Policy Statement. Section 15 of the *Islands Trust Act* stipulates that Trust Council must adopt, by bylaw, a Policy Statement that is a general statement of Trust Council's policies to carry out the Islands Trust Object as described in Section 3 of the *Act*. The Policy Statement outlines general principles and policies that guide the development of more specific local official community plans and regulatory bylaws across the Trust Area. The current version has not been meaningfully updated since 1994 and a lot has changed over the past 30 years. Trust Council is now updating the Policy Statement to reflect its commitments related to reconciliation, climate change, and affordable housing. The project involves early and meaningful engagement with First Nation governments, partner agencies, and the public, who each have important roles to play in preserving and protecting this special region for current and future generations.

Project History:

Trust Council's [Policy Statement Amendment Policy](#) (1.2.1) states that each term Trust Council will identify Policy Statement review and/or amendment tasks. Early on in the 2018-2022 term, Trust Council requested Executive Committee (EC), with involvement from Trust Programs Committee (TPC) as appropriate, to review the Islands Trust Policy Statement and develop recommendations for amendments. The 2018-2022 Strategic Plan specified Trust Council's priorities for amendments in the areas of reconciliation, climate change, and affordable housing. Trust Council further requested that the amendments be informed by engagement with First Nations and the public. The project began in 2019 with a first phase of early engagement with First Nation governments and a first phase of public engagement. TPC then developed three working groups to develop preliminary policy directions for amendments. These were summarized in a Policy Directions Report that was the subject of a second phase of public engagement held from January to March 2021. Following these phases of engagement, amendment drafting began in April 2021.

In May 2021, TPC and EC began revising the first draft of the new Policy Statement in an attempt to prepare it for Trust Council's consideration of first reading in July 2021 and subsequent engagement with the public, First Nations, and referral agencies. Although the project was not in a formal public engagement phase at that time, members of the public began following the committee's early deliberations through public meeting broadcasts and circulating the early drafts in their communities, along with inaccurate information and assumptions about both the policy content and the project itself. Due to high levels of public concern with the project, Trust Council paused consideration of first reading in July 2021, and requested enhanced levels of engagement on the draft that was to have been considered for first reading.

After the additional three streams of engagement and referrals that were requested by Trust Council concluded in spring 2022, the outgoing Trust Council reviewed all feedback received from the public, First Nation governments, and referral agencies in June and September 2022 and passed a series of 32 resolutions requesting staff to undertake further work on the project and further revisions to the draft Policy Statement under review.

Policy Statement Amendment Project (PSAP)

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Project Budget:

Over \$250,000 has been spent since the project's inception in 2019 on public engagement, First Nations engagement, and other project related expenses, in addition to considerable staff hours. The project budget and allocation of staff resources, while significant, are comparably lower than similar exercises conducted by regional districts and municipalities, many of which relate to a smaller geographical area and a smaller number of engagement partners.

Project Communications:

The Islands 2050 webpage (<https://islandstrust.bc.ca/programs/islands-2050/>) has been the primary web portal for Policy Statement Amendment Project communications since 2019 and continues to be the main source of accurate project information. Project correspondence is channelled to a dedicated islands2050@islandstrust.bc.ca email account and posted to the Islands 2050 webpage at regular intervals. News updates have been distributed via Islands Trust news releases, social media posts, print advertisements, flyers and mail outs, and an Islands 2050 email subscriber list.

Without a dedicated communications and engagement department at Islands Trust, and ongoing vacancies in the organization's sole Communications Specialist position, internal capacity for strategic, proactive communications related to this project is very low. Meanwhile, communities in the Trust Area are often far more engaged and interested in projects of this nature than is typically experienced in other jurisdictional areas. In Phase 3 of public engagement, external engagement and communications consultants added extra capacity to the project team which enabled a number of project fact sheets, discussion guides, and other proactive communications materials to be produced around key areas of concern. These materials proved helpful in dispelling some myths about the project and facilitating more meaningful dialogue with the public. In September 2022, when requesting staff to make further revisions to the draft Policy Statement, Trust Council also requested a Communications Strategy to be developed for the next phases of the project. This strategy is currently under development and is expected to be presented to Executive Committee at its February 22, 2023 meeting, along with details on the financial implications of implementing the communication strategy's recommendations.

Project Next Steps:

Staff are currently working on the rewrite of the draft Policy Statement, as per Trust Council's 32 resolutions, and are engaging with internal and external staff partners in the process. Draft 2 of the new Policy Statement is expected to be presented to Executive Committee and Trust Programs Committee in May 2023 and to Trust Council in June 2023. Executive Committee is expected to review an updated project charter in February 2023 defining next steps for the project and making budget recommendations to Financial Planning Committee and Trust Council.

Key Links to Additional Resources:

- Policy Statement Amendment Project Orientation Session for 2022-2026 Trust Council: [Presentation slides](#) and [recording \(starts at 2:16\)](#)
- Summary of Trust Council's [32 Resolutions](#) passed in June and September 2022
- All engagement summary reports & public correspondence are available on the project webpage at: [Islands 2050 webpage](#)

Crown Land Agreement Project

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Project Purpose:

The purpose of the Crown Land Agreement Project is to replace outdated agreements with a more comprehensive agreement that establishes a framework for Province of British Columbia ministries and Islands Trust, along with Bowen Island Municipality to cooperate, collaborate, and exchange information in a more effective and efficient manner.

Program History:

During the late 1990s and early 2000s, Islands Trust entered into agreements with provincial agencies to address communication and coordination on a variety of issues. Four of these agreements relate to Crown lands and all of them are out of date.

Islands Trust and Bowen Island Municipality have interests related to the following: private moorage and docks; seawalls and shoreline structures; compliance; land and water tenure renewals; designated use areas; forestry; and the disposition of Crown land. In order to align the Islands Trust mandate of preserve, protect, and stewardship it is important to work with provincial ministries that have Crown land authorization for land and water tenures. Upon review of the key agreements related to these issues, Islands Trust staff found that the agreements noted below could be combined into one agreement to create better communication, efficiency, and effective management of information sharing in relation to Crown land.

Agreements:

1. 1994 Letter of Understanding on Crown Land Administration within the Islands Trust Area between Ministry of Environment, Lands and Parks Lands Regional Operations Department and Islands Trust
2. 1994 Protocol Agreement on Crown Lands In the Trust Area between Ministry of Environment, Lands and Parks Lands Regional Operations Department and Islands Trust
3. 1997 Protocol Agreement on Aquaculture Uses in the Islands Trust Area Provincial Ministry of Agriculture, Fisheries and Food and Islands Trust
4. 1999 Letter of Understanding between BC Assets and Land Corporation and the Islands Trust concerning the Use and Protection of Crown Land Resources through Balancing Local and Provincial Interests
5. 1999 Letter of Understanding between the Ministry of Forests and the Islands Trust concerning the Establishment of Woodlots in the Islands Trust Area that respect the Object of the Islands Trust while Supporting the Local Island Forest Economic Base

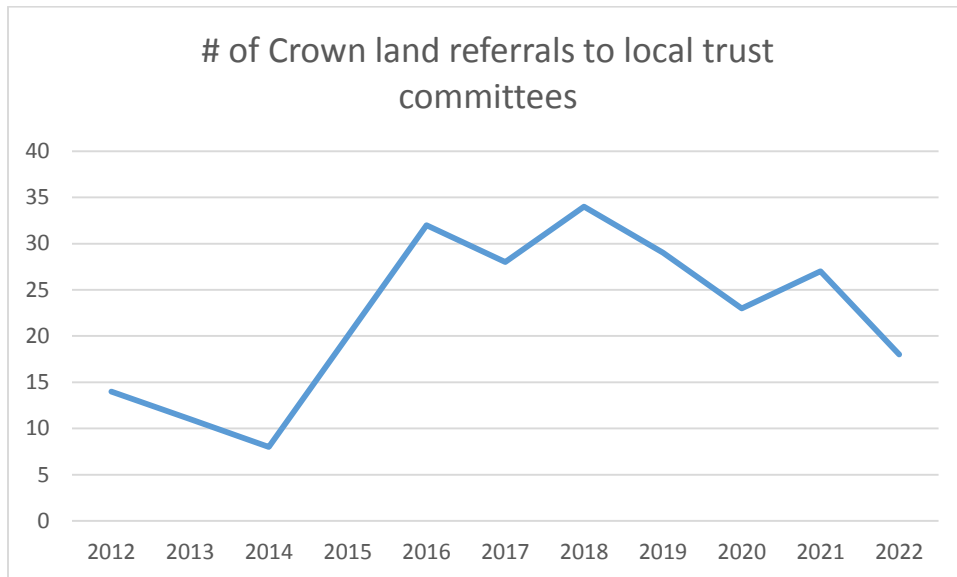
Staff began a process to renew these agreements in 2015 but have not yet completed a draft as this has not been a top priority issue within Islands Trust or for provincial staff. In September 2020, the Islands Trust Executive Committee met with the Minister of Forests, Lands and Natural Resource Operations and Rural Development and requested that the project become a priority for FLNRO with dedicated staff resources. An Executive Director was assigned to the project and has a good working relationship with the Director of Trust Area Services. Despite a number of meetings held in 2021 to examine the issues, there is not yet a draft agreement. The Executive Director is on a temporary assignment until April or

Crown Land Agreement Project

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

May 2023 and unavailable to collaborate on the project. The intention was to involve Bowen Island Municipal staff once the Province provided a draft agreement for comment as it would be a three-party agreement.

The trend of Crown land referrals over the last 10 years is as follows:



While the project has largely remained on the Trust Programs Committee's future projects list, the Trust Programs Committee Follow Up Action List has included the following since February 2016: Implement Crown Land Protocol project charter V2, circulate past RFD to TPC members, keep charter on future agendas until project is complete, and consider inventory of current referrals if it helps demonstrate the need for updating the letter of understanding.

Program Budget:

Once staff for all three agencies are content with a draft agreement, Trust Area Services staff will request legal review of the agreement. This is anticipated to cost up to \$3,000 (likely less) and would be paid from the Trust Area Services legal budget which is typically \$5,000 annually.

Program Communications:

This page will be updated when a new agreement is reached.

There are no public communications anticipated for this project.

Crown Land Agreement Project

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Program Next Steps:

The Trust Area Services Director will continue to act a liaison to provincial staff as Crown land referral issues arise. When this project is prioritized, staff will act on an Executive Committee resolution from January 2019: requesting staff to *investigate options for local trust committees with respect to being notified of aquaculture and mariculture license changes including changes in species in its negotiation of protocol agreements with the province.*

Key Links to Additional Resources:

For further information about the agreements: <https://islandstrust.bc.ca/about-us/accountability/agreements/>

Trust Council's Coordination Agreement Process Policy (2.1.4):
<https://islandstrust.bc.ca/document/policy-2-1-4-coordination-agreements-process/>

Crown Land Protocol Agreements - Project Charter

Date: March 17, 2015

Purpose

The purpose of this project is to enter an agreement to establish a framework for the Parties to cooperate, collaborate and exchange information in order to realize common objectives.

Background

Islands Trust has been interested in updating and consolidating three letters of understanding and three protocol agreements from 1994-1999, but lacked staff capacity until now. MFLNRO interest was triggered in 2012 by ADM sponsorship of a review of all legacy agreements, which involved consulting with the parties to all those agreements. The Islands Trust asked that our agreement be high priority, and agreed to seek Bowen Island's level of interest in participating. In 2012 there were preliminary revisions to the letter of understanding but work stalled due to lack of staff capacity. In Sept 2014, the Islands Trust Council added to its 2011-2014 Strategic Plan a new item: "Negotiate a new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations," and recommend that the next Trust Council retain this item as a strategic priority." On Feb 23, 2015, the newly elected Bowen Island Municipal Council authorized its staff to work on a 3-party agreement with Islands Trust and MFLNRO staff.

Objectives

Formal and consistent consideration of the Islands Trust Object during provincial decisions about Crown Land within the Islands Trust Area.

In Scope

Update the 1999 Letter of Understanding between BC Assets and Land Corporation and Islands Trust to include elements of existing agreements defining roles in coordination, communication, data-sharing, referral and decision-making regarding Crown Land.

Out of Scope

- External communications
- Community engagement

Workplan Overview

Deliverable/Milestone	Target dates
Consult with BIM, affected LTCs, ITF, and planning staff about needs	June-Aug 2015
Advise MCSCD of intention to revise agreement(s) and scope of change	June 2015
Revise agreements in cooperation with MFLNRO staff and executive	June-December 2015
Drafts to BIM, Trust Programs and Executive Committees for review	Jan-Feb 2016
Draft to Trust Council for approval	March 2016
Forward approved draft to MCSCD for approval	April 2016

Project Team

Lisa Gordon	Project Manager — Islands Trust
Jay Bradley	Project Manager — MFLNRO
Bonny Brokenshire	Project Manager — BIM
Garth Webber Atkins	Project Support— MFLNRO

Budget

Budget Source: Islands Trust (TAS Projects)

Item	Cost
Go-to meeting for conference calls and to share documents	100.00
Legal review if required	3,000.00
Total	3,100.00

Approved by: Lisa Gordon
Date: March 17, 2015

Endorsement:

Resolution #: **TPC-2015-014**
Date: June 1, 2015

Community Stewardship Awards Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Program Purpose:

In 2002, Trust Council initiated an annual awards program designed to recognize and honour individuals, organizations, and/or groups pursuing actions in the islands that have made a significant contribution towards the Object of the Islands Trust. The program was established to encourage, recognize, and reward leadership in preservation and protection of the unique environment and amenities of the Islands Trust Area.

Program History:

Past awards have gone to individuals and groups/organizations working in a broad range of areas such as, ecosystem preservation, community services, water and marine conservation, agriculture innovation, and wildlife rescue and rehabilitation.

Trust Council established the program in December 2003. The program ran annually from 2002 – 2015. In December 2016, Trust Council amended Policy 2.1.11 to offer the program bi-annually beginning in 2017. The program was offered next in 2019 and scheduled to be offered again in 2021. On August 13, 2020, the TPC considered proposed changes to the Policy 2.1.11. Following that discussion, the committee passed the following resolution:

That Trust Programs Committee recommend to Trust Council that the Community Stewardship Awards be suspended and revisited at the end of 2021. The following points were put forward by committee members as a rationale for suspending the program:

- It would free up staff and Trust Council time to focus on other priority items such as the climate crisis, First Nations reconciliation and the COVID-19 pandemic.
- It would allow more focus on stewardship education.
- It would allow staff resources to be allocated to other projects and programs.

The Committee Chair stated that there is sincere acknowledgement and appreciation of the hard work in the communities by island residents, and that the TPC recommendation to suspend the program is not an attempt to undermine the awards program but is an attempt to reprioritize projects during the challenging year.

In December 2021, Trust Council voted to reinstate the program for 2022 and amended the Community Stewardship Awards Program policy to only offer the program in the final year of each term.

In 2022, Trust Programs Committee offered the program for the seventeenth time and ran the program from December 2021 – September 2022. Local trust committees and Bowen Island Municipality offered recognition events locally in Fall 2022.

Some facts about the program to date:

- There have been 214 nominations with an average of 13 nominations per year.
- In 2017, Islands Trust received the highest number of nominations (19).
- The lowest number of nominations (6) occurred in 2010.
- There were 7 nominations in 2022.

Community Stewardship Awards Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

The following chart provides a detailed list of nominations and recipients per island since 2002.

Nominations per Island	214 in total		Recipients per Island	93 in total
North and South Pender Islands	45		Salt Spring Island	17
Salt Spring Island	40		North and South Pender Islands	16
Hornby Island	20		Saturna Island	8
Gabriola Island and Mudge Island	21		Gabriola Island	7
Denman Island	15		Denman Island	6
Saturna Island	15		Hornby Island	6
Mayne Island	13		Mayne Island	6
Galiano Island	12		Bowen Island	4
Lasqueti Island	12		Galiano Island	4
Bowen Island + Bowyer/Passage	11		Lasqueti Island	4
Thetis Island	5		Gambier Island	2
Gambier Island	3		Thetis Island	2
Trust-wide	2		Trust-wide	1

Program Budget:

The program has no funding request for the 2023-24 fiscal year.

Typically, there is no budget request for the program. The policy states that the cost for each award will not exceed \$100 and local trust committees may use up to \$100 from their local trust committee budgets to cover the costs of a public presentation ceremony. This policy has not kept pace with inflation so actual costs have been a bit higher. In recent years, each recipient has received a custom locally-built picture frame made from local wood with a certificate. At times, there are some travel costs for Trust Area Services staff to assist with recognition events.

Program Communications:

The Community Stewardship Awards Program webpage is the primary source of information on the program. In a year when the program is offered it is promoted through news releases, social media, subscriber messages and local posters. Trustees often provide support to staff by reaching out to community members to help promote the program, and often determining nominations.

Program Next Steps:

The program will remain dormant until the last year of the term, when staff will dedicate time to the program from November 2025 to September 2026.

Community Stewardship Awards Program

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Key Links to Additional Resources:

For further information about the program and past recipients and nominees:

<https://islandstrust.bc.ca/programs/stewardship-awards/>

The program is guided by the [Administration of the Community Stewardship Awards Program \(Policy 2.1.11\)](#).

Community Benefit Land Trust Concept Project

(not started)

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Project Purpose:

The purpose of the Community Benefit Land Trust Concept Project is to give further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.

Program History:

At its regular business meeting in June 2020, in response to a presentation from a delegate, Trust Council requested a report from staff about the potential to have an Islands Trust structure to manage a Community Benefit Land Trust.

At its regular business meeting in December 2020, Trust Council received the report and referred the Community Benefit Land Trust briefing to Trust Programs Committee (the content of the 2020 briefing is below with minor changes). Trust Programs Committee added the project to its future projects list in February 2021 and no work has been undertaken.

Community Land Trusts

A community land trust is usually defined as a non-profit organisation that holds land in trust for the community. On the website “community-wealth.org¹” defined a community land trust as:

“... nonprofit, community-based organizations designed to ensure community stewardship of land. Community land trusts can be used for many types of development (including commercial and retail), but are primarily used to ensure long-term housing affordability. To do so, the trust acquires land and maintains ownership of it permanently. With prospective homeowners, it enters into a long-term, renewable lease instead of a traditional sale. When the homeowner sells, the family earns only a portion of the increased property value. The remainder is kept by the trust, preserving the affordability for future low- to moderate-income families.”

The Canadian Housing and Renewal Association² has a similar definition:

“A Community Land Trust (CLT) is a non-profit corporation that obtains and holds land and housing for the benefit of the community in which it exists. With the shared value of housing as a right, the goal is to remove land and housing from the real estate market through either purchase or donation, and perpetually hold it in a trust to preserve the affordability of that land and housing asset.”

A community land trust can hold land for any purpose for the benefit of the community. An example of a housing land trust in British Columbia is Community Land Trust (<https://www.cltrust.ca/about/>) which

¹ <https://community-wealth.org/strategies/panel/clts/index.html>

² <https://chra-achru.ca/perpetual-affordability-and-community-control-of-the-land-community-land-trusts-in-canada/>

Community Benefit Land Trust Concept Project

(not started)

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

accepts land and building transfers from the community housing sector and also expands housing options, through redevelopment and new projects.

Islands Trust Conservancy powers

The *Islands Trust Act* has a community land trust built into the Islands Trust Conservancy, under Section 41 of the *Islands Trust Act*. The Conservancy Board, for the purpose of carrying out the object of the trust, may "acquire, hold, and dispose of land and other property" so long as those actions are done in accordance with a five-year plan approved by the Minister of Municipal Affairs. The Board's policies and plans make clear that its priority is to acquire and hold properties for long-term ecological preservation. The Board has a policy that it will not accept or acquire any lands where there is an obligation to maintain buildings or structures. If Trust Council desired that the Islands Trust Conservancy establish different priorities for its land securement program, it could make a recommendation to the Board. It is likely that the Board would require adequate and ongoing resources, both through staff and budget allocations, to consider holding land for this purpose.

Trust Council powers

The *Islands Trust Act* permits Trust Council to hold and dispose of land for the purpose of furthering the Object of the Islands Trust. The Object, as stated below (Section 3 of the *Islands Trust Act*) is further refined and implemented through the Islands Trust Policy Statement.

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

While the *Islands Trust Act* does not specify how land held by Trust Council is to be used, it would have to be for a purpose to further the Object in Section 3 of the *Islands Trust Act*. For example, assuming the holding of land for heritage protection or affordable or special needs housing is consistent with the Object, Trust Council could hold land for such a purpose. Trust Council already owns one building – the Marcus Isbister Old School Centre which is leased to the Denman Island Residents' Association. If Trust Council acquires land and provides an affordable housing project (however that is structured) for the benefit of trust area residents, Trust Council needs to be sure that the affordable housing actually provided does not negatively affect "the trust area and its unique amenities and environment."

Trust Council does not have authority in its legislation to build and manage housing; this would need to be undertaken by a non-profit organization, BC Housing or a regional district. Therefore, Trust Council would have to lease, or dispose of the land in some way, to such an organization for the purpose of providing housing.

The *Islands Trust Act* states that Sections 285 and 286 of the *Local Government Act* apply to disposition of land. Section 285 of the *Local Government Act* states that disposition of land must be made available

Community Benefit Land Trust Concept Project

(not started)

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

to the public for acquisition; this does not apply to land that is being made available for the following reasons:

285 *(1) Subject to subsection (2), if a board intends to dispose of land or improvements, it must make the land or improvements available to the public for acquisition.*

(2) The requirement under subsection (1) does not apply if the disposition is

(a) to a not-for-profit corporation,

(b) to a public authority,

(c) to a person who, as part of the consideration for the disposition, will exchange land or an improvement with the regional district,

(d) to a person under a partnering agreement that has been the subject of a process involving the solicitation of competitive proposals, or

(e) a disposition of land to an owner of adjoining land for the purpose of consolidating the lands.

When disposing of land, Islands Trust bodies would be guided by the principles outlined by the Provincial and Federal government in relation to Indigenous rights and title as they relate to First Nations governments with treaty and territorial lands and waters in the Islands Trust Area.

Delegation of Trust Council powers to local trust committees

Trust Council may, through a bylaw adopted by at least 2/3 of its members present at the meeting at which the vote on adoption takes place, delegate its powers to acquire and dispose of land to a local trust committee, subject to any restrictions or conditions specified in the bylaw. The local trust committee would need to use a special tax requisition to fund costs associated with acquiring, managing or disposing of land.

Program Budget:

Acquiring, managing and disposing of land for non-conservation purposes would be a significant undertaking. If Trust Programs Committee wishes to recommend that Trust Council proceed with further work on this topic, it should request staff to develop a budget to cover the cost of development of a Project Charter, a consultant to provide advice and develop options for Trust Council's consideration; and legal advice on the preferred option. Staff expect that this initiative would result in a new real estate acquisition and leasing department within Islands Trust.

Community Benefit Land Trust Concept Project

(not started)

Project Overview for Trust Programs Committee (Feb 6, 2023 Meeting)

Program Communications:

A project of this scale would require a detailed communications strategy.

Program Next Steps:

None at this time.

Key Links to Additional Resources:

None.

BRIEFING

To: Trust Programs Committee **For the Meeting of:** February 6, 2023
From: Financial Planning Committee **Date Prepared:** January 30, 2023
SUBJECT: Draft Budget 2023/24 Review of Funding Requests

PURPOSE:

To request that Trust Programs Committee review their funding request(s) for the 2023/24 fiscal year and report back to Financial Planning Committee with additional information and identified reductions where possible.

BACKGROUND:

At its regular meeting on January 18, 2023, Financial Planning Committee (FPC) reviewed the latest version of the draft 2023/24 budget, which reflects the following:

- Total proposed planned spending of \$9.8M:
 - Operating budget \$9.0M
 - Projects budget \$700,000
 - Capital budget \$127,000
- A proposed local trust area general tax increase of 2.75% plus an additional 8.0% in tax revenue generated from new construction and development in the Trust Area.
- A proposed Bowen Island Municipal tax increase of 3.0% plus an additional 6.6% in taxes generated from new construction and development on Bowen Island.
- A proposed draw from the General Revenue Surplus Fund of \$269,000, resulting in a potential deficit to the minimum balance required to be held in the fund of approximately \$115,000.
- A proposed draw from the LTC Project Reserve Fund of \$52,000.

During its budget discussions, FPC received as a late item from a Committee member, a list of budget items for potential reduction (attached). FPC discussed the items and felt additional information was needed from Committees and staff prior to making decisions on any specific item. To this end, the Committee made the following resolution:

that Financial Planning Committee (FPC) request that Regional Planning Committee, Trust Programs Committee, Governance Committee, Executive Committee, [the] Islands Trust Conservancy Board and staff review the budget areas in the draft budget revision list proposed by a trustee on January 18, 2023, and not yet voted on by the FPC, and propose possible reductions for Financial Planning Committee's consideration and respond with their respective views by February 7, 2023.

A specific desire was expressed by some Trustees at FPC that Council committees and the Islands Trust Conservancy Board review each of their funding requests and provide information on the following:

- Does the Committee/Board believe the proposed work/funding request is urgent or essential in the next fiscal year, or could the work be deferred to a future year?
- Does the Committee/Board believe the proposed work/funding request should be given priority in the 2023/24 budget?
- Could the funding request associated with the work be reduced? Please provide the impacts of doing so, if any.

A response with respective Committee/Board's views should be provided for FPC's consideration. If a Committee/Board identifies amendments to their proposed work/funding request in terms of rationale or requested dollars, a revised business case should be prepared and forwarded to FPC for their review.

Trust Area Services Directors Comments

Staff have reviewed the list and have made the following notations:

- Line 38: 'Senior Policy Advisor' should be 'Senior Intergovernmental Policy Advisor'
- The assumption that staff hours saved as a result of suspending activities can be reassigned to new duties needs to be considered in the context of collective agreements.
- The estimated staff hours for Trust Area Services did not come from staff who are still finalizing work plans to determine available resources.
- The ecosystem mapping amount should read \$13,800.

ATTACHMENT(S):

1. Trustee-proposed Draft Budget Revisions List
2. TPC Business case for 2023/24 funding for secretariat services program (\$15,000)
3. TPC Business case for 2023/24 funding for stewardship education program (\$20,000)

FOLLOW-UP:

Staff will amend funding request documents as directed by the Committee and forward the revised information to FPC as requested.

Prepared By: Director, Administrative Services

Reviewed By/Date: Director, Trust Area Services / January 30, 2023
Chief Administrative Officer/ January 25, 2023 (earlier version)

Page in FPC Agenda Jan 2023	Notes	Name	Business Area	Source	Proposed Reduction	Staff Hours Associated	Staff Resource	Notes re staff hours
38	Pause until Senior Policy Advisor position is filled and this implementation plan can be created.	Reconciliation Action Plan Implementation		GR Surplus	30000		TAS	Fulltime Senior Policy Advisor
37	Suspend and redeploy the staff hours.	History and Heritage Funding Grant in Aid		GR Surplus	10000	100		
48	Further action to be determined by Trustees.	Policy Statement Amendment Project	Trust Council - Trust Area Services	GR Surplus	50000	1100	TAS	Fulltime Senior Policy Advisor
53	Suspend. Stabilise the (existing) communications position. Redeploy resources released by suspended activities. Consider delivering this program digitally with existing materials.	Stewardship Education Program	Trust Programs Committee	GR Surplus	20000	50	TAS	50 hours of Program Coordinator.
62	IT is short of resources to manage meetings and general administration. Pause. Redeploy resources released by suspended activities.	Secretariat Services	Trust Council - Trust Area Services	GR Surplus	15000	100	TAS	100 hours Program coordinator
56	Business Case for Freshwater Communications portal considered. (\$50K and .5FTE) No business case for other activities of Regional Planning Committee.	Bookmark for Regional Planning Committee	Regional Planning	GR Surplus	50000	550	Regional Planning	estimated .5FTE
61	No external experts required for the moment. If legal advice is required the regular budget can be used.	Funding for Governance Committee		GR Surplus	15000	40	TAS	
111	This resource is requested to manage live meetings for LTAS. Suspend and deploy staff hours (TAS and LPS) released by suspended programs. Consider the positive impact of filling positions which are currently vacant.	Meeting Administrator (Fulltime)	Legislative Services serving Local Trust Committee Services	Taxes	65700			
119	This resource is requested for increased administrative support. Suspend and deploy staff hours (TAS and LPS) released by suspended programs. Consider the positive impact of filling positions which are currently vacant.	Administrative Coordinator	Administration	Taxes	75250			
123	A challenge to support this year due the financial situation. (6 staff involved. To what degree has this been discussed with the staff affected?)	Planning Services Admin Adjustment	Planning Services	Taxes	33000		Regional Planners and Freshwater Specialist	
127	Focus on using existing staff resources for all activities. (est. 285 hours of senior staff time in addition) Not supported until vacancies are resolved and staff hours ((TAS and LPS)) released by suspended programs are deployed.	Freshwater Technical Coordinator - Co-op Student	Local Planning Services	Taxes	21993	285	Freshwater Specialist	on-boarding, planning workshop etc
	Focus on using existing staff resources for all activities. Deploy staff hours ((TAS and LPS)) released by suspended programs.	Planning Staff - Co-op Student	Local Planning Services	Taxes	22000			
138	Reduce by \$12800 Ecosystem mapping (\$18000) partially funded by Species at Risk (SAR) grant (\$5200) (Is co-op student (\$19399) funded by SAR grant ?)	ITC Budget Request	ITC	Taxes	12800			
				TOTAL (savings)	420743	2225		
						Staff Hours (savings)	Tax Reduction based on 1% = \$75K	
				Surplus (savings)	190000	1940		
				Taxes (savings)	230743	285	3.1	



**Budget Funding Request
Short-Form Business Case**

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

TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): Trust Programs Committee	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _____
Business Area: Trust Council Initiatives - Trust Area Services	
Name of Request: Secretariat Services: \$15,000	
Date of Funding Request Submission: August 26, 2022	Funding Required for (date range): FY2023/2024
ISSUE/OPPORTUNITY: The <i>Islands Trust Act</i> states that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the Trust Area and its unique amenities and environment. In September 2020, Trust Council adopted a Secretariat Services Policy . Trust Programs Committee has provided secretariat service support to coordination groups in the Trust Area such as the Baynes Sound / Lambert Channel Regional Forum, Howe Sound Community Forum, and Southern Gulf Island Regional Forum. This support includes both Islands Trust in-kind staff time, and the hiring of administrative consultants and workshop facilitators.	

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

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

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

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

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

PROJECTED RESULTS/DELIVERABLES:

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

RISK ASSESSMENT:

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

ALTERNATIVES CONSIDERED:

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

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

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

CRITICAL SUCCESS FACTORS:

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

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

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

RECOMMENDED OPTION:

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

COST/BENEFIT ANALYSIS:Quantitative Analysis:

\$15,000 to fund requests from groups for FY 2023/24

Qualitative Analysis:

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

PURCHASING PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

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

STAFF RESOURCING:

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

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

Clare Frater, Trust Area Services for Trust
Programs Committee

Initiator Name, Title

August 26, 2022

Date



**Budget Funding Request
Short-Form Business Case**

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

TO BE COMPLETED BY INITIATOR

Initiated by (name, title): Trust Programs Committee	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _____
Business Area: Trust Council Services: Trust Area Services	
Name of Request: Stewardship Education Program: \$20,000	
Date of Funding Request Submission: August 26, 2022	Funding Required for (date range): FY2023/2024
ISSUE/OPPORTUNITY: Trust Area communities play a critical role in supporting the Islands Trust Object. There is a need to broaden public and industry awareness about the uniqueness of the Islands Trust mandate and local bylaws, and to empower the public with education and tools to help preserve and protect local ecosystems and cultural heritage in the Islands Trust Area. This budget request is to request funds to support stewardship education activities (e.g. educational webinars, workshops), including the Living in the Trust Area mailing to new residents, into the new term.	

In FY 2020/21, with a budget of \$15,000, Trust Programs Committee (TPC) successfully delivered Phase 1 of the program - a series of three climate action stewardship education webinars on the topics of rainwater harvesting, ecosystem-based adaptation, and eelgrass/blue carbon. In FY 2021/22, with the Stewardship Education program budget of \$24,000 (actuals spent was \$15,000) the Committee supported development of a “Living in the Trust Area” package which was mailed to 1000 new property owners across the Trust Area in March 2022. The package included newly designed Islands Trust brochures, stewardship tips booklets, groundwater conservation brochures, as well as localized government service contact lists. The full budget was underspent as the committee was not able to offer webinars or other education programs due to staff resources being allocated to the Islands 2050 Policy Statement Phase 3 engagement. In FY 2022/23 Trust Council budgeted \$13,000 and TPC adopted a project charter allocating all the funds to three mailings of the Living in the Trust Area package and distribution of the materials to renters via community groups.
PROJECTED RESULTS/DELIVERABLES: The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2023/24.
RISK ASSESSMENT: The main risk to stewardship education programming is staffing vacancies or reallocation of staff to other priorities. The Living in the Trust Area mailing project has been designed to require limited staff time with BC Mail undertaking most of the work. Staff will clearly advise Trust Programs Committee of staff capacity and will recommend use of contractors as appropriate.
ALTERNATIVES CONSIDERED: Option 1: Budget a reduced funding amount. Option 2: Budget a higher funding amount. Option 3: Do not budget for stewardship education. Option 4: Budget general funds for Trust Programs Committee programming without calling it stewardship education.
CRITICAL SUCCESS FACTORS: Sufficient staff time to administer and deliver the program. Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.
RECOMMENDED OPTION: That \$20,000 be budgeted for the Stewardship Education Program.

COST/BENEFIT ANALYSIS:Quantitative Analysis:

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

Qualitative Analysis:

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

PURCHASING PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

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

STAFF RESOURCING:

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

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

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

Clare Frater, Trust Area Services for Trust
Programs Committee

Initiator Name, Title

August 29, 2022

Date

Reviewed by Department Lead: Name, Title

Date

Possible Next Steps (cont...)

May 2023 - Trust Programs Committee (TPC) and Executive Committee (EC) receive revised draft Policy Statement and could make early recommendations to Trust Council (TC) for further revisions, if desired

June 2023 - Trust Council receives revised draft Policy Statement (and any early committee recommendations), discusses the new draft, and passes resolutions on next steps... possibly requesting EC/TPC to undertake a more detailed review and develop further recommendations for TC's consideration at its September meeting.

July (special meeting) or August (regular meeting) 2023

Trust Programs Committee could develop recommendations to TC for further revisions

September 2023

Executive Committee could develop recommendations to TC for further revisions

September 27-29, 2023

Trust Council could review TPC & EC recommendations and pass resolutions requesting staff to make Trust Council's desired changes and to bring next revised draft to December TC meeting.

**First
Reading**

December 5-7, 2023

Trust Council could receive the next revised draft incorporating its September 2023 resolutions and consider first reading of the document.

**Engagement
& Referrals**

January - March 2024

90-Day Engagement & Referral Period (Local Trust Committees/Island Municipalities; First Nations; Regional Districts; Islands Trust Conservancy Board; and other parties as desired)

**Second
Reading**

**Third
Reading**

**Ministerial
Approval**

**Fourth
Reading &
Adoption**

Active Projects Report

Trust Programs Committee

1. Policy Statement Amendment Project

Implement Policy Statement engagement plan and project charter (in support of Strategic Plan strategies 3.1; 4.4; 5.6; 5.7)

Responsible

Clare Frater
Dilani Hippola
Gillian Nicol

Dates

Rec'd: 21-Jun-2017
Target: 31-Mar-2023

2. Secretariat Role to Forums within the Trust Area

Administer Secretariat Services program. Strategic Plan item 5.2

Responsible

Clare Frater
Gillian Nicol

Dates

Rec'd: 20-Jun-2018
Target: 31-Mar-2023

3. Stewardship Education Program

Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area. (Strategic Plan strategy #4.3). This includes the Living in the Trust Area project guided by the project charter endorsed by TPC.

Responsible

Clare Frater

Dates

Rec'd: 13-Aug-2020
Target: 31-Mar-2023

Future Projects Report

Trust Programs Committee

1. *Update Crown Land Agreements*

Responsible

Date Received

Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements into one.

19-Jun-2014

2. *Community Benefit Land Trust Concept*

Responsible

Date Received

Further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.

05-Feb-2021

3. *Community Stewardship Awards Program*

Responsible

Date Received

Trust Council Policy 2.1.11 Administration of Community Stewardship Awards Program states: Islands Trust Programs Committee of Trust Council is responsible for initiating Islands Trust Community Stewardship Awards Program in February in the final year of each term.

02-Dec-2021