



DATE OF MEETING: August 31, 2021  
TO: Salt Spring Island Local Trust Committee  
FROM: Jason Youmans, Island Planner  
Salt Spring Island Team  
COPY: Salt Spring Island Watershed Protection Alliance (SSIWPA)  
SUBJECT: Salt Spring Island Watershed Protection Alliance (SSIWPA)

## RECOMMENDATION

1. That the Salt Spring Island Local Trust Committee endorse the SSIWPA special property tax requisition business case attached to the staff report of August 31, 2021 and forward it to Islands Trust Financial Planning Committee for inclusion in the draft 2022/23 Islands Trust budget.

## REPORT SUMMARY

The purpose of this report is to provide the Salt Spring Island Local Trust Committee (SS LTC) with a business case for a \$75,500 special property tax requisition for the 2022/23 fiscal year to continue funding the coordination of the Salt Spring Island Watershed Protection Alliance (SSIWPA). See Appendix 1.

Islands Trust Director of Administrative Services has advised that business cases are required for all projects over \$5,000.

The attached business case assumes that the SS LTC wishes to continue funding SSIWPA coordination in a manner consistent with the previous fiscal year. SSIWPA's fiscal 2021/22 budget is included as Appendix 2 for reference. SSIWPA has not discussed its proposed workplan and budget for the 2022/23 fiscal year.

Staff recognize that the outcomes of Salt Spring Island Watershed Stewardship and Protection Strategic Plan may affect the ultimate requisition amount that is sought and that this business case can be amended accordingly as the Trust Council budget process progresses.

## BACKGROUND

### Salt Spring Island Watershed Protection Alliance (SSIWPA)

The SS LTC has been coordinating [SSIWPA](#) since 2013 using delegated authority from the Islands Trust Council (*Islands Trust Act*, [Section 8\(2\)\(b\)](#)) via Trust Council [Bylaw No. 154](#). SSIWPA provides a forum within which to engage in multi-jurisdictional planning for the sustainability and protection of freshwater resources on Salt Spring Island. The purpose of SSIWPA is to:

- Provide a framework for freshwater resources in the Salt Spring Island Local Trust Area to be managed in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations;

- Advise on policies of regional, local and provincial government organizations that are related to freshwater resources; and
- Coordinate the implementation of those policies.

The SSIWPA [Terms of Reference \(ToR\)](#) provides guidance for how the member agencies collaborate and provide a framework for the scope of work undertaken.

See Appendix 3 for SSIWPA’s fiscal 2021/22 work plan.

SS LTC undertook a special property tax requisition of \$75,500 for fiscal year 2021/22 to fund SSIWPA’s operations. This was consistent with the 2020/21 fiscal year, but down from the \$98,500 that the SS LTC sought in previous years on the basis of SS LTC direction that SSIWPA coordinator compensation be capped at \$60,000 per annum, and reducing the frequency of steering committee and technical working group meetings.

### **Special Property Tax Requisition**

In accordance with [Trust Council Policy 6.3.ii](#) an individual Local trust Committee can request a special property tax requisition for “Additional Operations” that are not included within the general operations of local trust committees. Special property tax requisitions are approved by Islands Trust Council and must be formally requested by resolution of the Local Trust Committee.

Trust Council policy requires lead time to achieve the various levels of budget approvals (see policy 6.3ii), and the Islands Trust budget process is about to get underway.

### **Unspent Special Property Tax Requisition Funds**

The SS LTC currently has \$93,030 in unspent special property tax requisition funds dating back to the 2016/17 fiscal year. However, the SS LTC has committed \$80,000 of these funds to associated water sustainability projects as follows:

- 1) \$30,000 - Weston Lake Water Availability and Climate Change Assessment; and
- 2) \$50,000 - Salt Spring Island Watershed Stewardship and Protection Strategic Plan

## **ANALYSIS**

### **Policy/Regulatory**

Pursuant to [Trust Council Policy 6.3.ii](#), the SS LTC must submit a budget program request for preliminary consideration by Trust Council in December of each year. The Local Trust Committee also has a responsibility to solicit feedback from the public minimally through a mechanism of advertising and otherwise advising the public of the purpose and value of the proposed special requisition. The feedback received must be considered by Islands Trust Council prior to the final adoption of any bylaw that incorporates a special property tax requisition. A significant portion of the public consultation may be channeled through the annual public consultation of Trust Council’s budget. When presented for approval to Trust Council, the request must include a completed Special Property Tax Requisition Checklist included in Section 7 of Policy 6.3.ii.

## Issues and Opportunities

### *Assumption of Continuity*

The business case included in Appendix 1 assumes that the LTC wishes to continue funding SSIWPA in a manner consistent with previous fiscal years. If the SS LTC wishes to discuss alternative funding possibilities it can do so now or at a future meeting.

### Consultation and Communication Plan

In accordance with [Trust Council Policy 6.3.ii](#), any proposed special property tax requisition for fiscal 2022/23 requires public consultation along with the overall Trust Council budget for 2022/23. Trust Council's budget consultation window will open in January 2022. Presently, staff propose that consultation and communications concerning the proposed special tax requisition be conducted primarily at the Trust Council level.

This issue can be explored in greater detail as the Trust Council budget process advances.

### Rationale for Recommendation

Planning staff have been advised that all projects over \$5,000 require a supporting business case for inclusion in the draft 2022/23 Trust Council budget. Staff consider the business case included as Appendix 1 to be a placeholder until such time as SSIWPA and the SS LTC can have a more robust conversation about SSIWPA's workplan and budget needs for the coming fiscal year.

Staff recognize that the outcomes of Salt Spring Island Watershed Stewardship and Protection Strategic Plan may affect the ultimate requisition amount that is sought and that this business case can be amended accordingly as the Trust Council budget process progresses.

## ALTERNATIVES

### 1. Amend business case

The SS LTC may already have ideas about alternative funding levels for SSIWPA. If this is the case, the SS LTC can amend the business case included as Appendix 1 as it sees fit.

Potential resolutions to do so are as follows:

*That the Salt Spring Island Local Trust Committee amend the SSIWPA special property tax requisition business case attached to the staff report of August 31, 2021 by increasing/reducing the special property tax requisition amount to \_\_\_\_\_.*

and

*That the Salt Spring Island Local Trust Committee forward the business case as amended to Islands Trust Financial Planning Committee for inclusion in the draft 2022/23 Islands Trust budget.*

**2. Do not forward business case**

The SS LTC may not feel prepared to discuss this matter at present. The SS LTC has until its October 5, 2021 meeting by which to endorse business cases for inclusion in the Trust Council draft budget, thus it can defer its decision until then. A potential resolution to do so is as follows:

*That the Salt Spring Island Local Trust Committee defer consideration of the business case for the Salt Spring Island Watershed Protection Alliance special property tax requisition until its meeting October 5, 2021.*

**NEXT STEPS**

If the SS LTC endorses the business case attached as Appendix 1 staff will forward it to the Director of Local Planning Services for inclusion in Financial Planning Committee’s draft 2022/23 budget.

If the SS LTC choose an alternative resolution, staff will carry out the work as directed.

Submitted By:	Jason Youmans, Island Planner	August 19, 2021
Concurrence:	Stefan Cermak, Regional Planning Manager	August 19, 2021

**ATTACHMENTS**

- 1. Business Case – Salt Spring Island Watershed Protection Alliance Special Property Tax Requisition
- 2. SSIWPA 2021/22 approved budget
- 3. SSIWPA 2021/22 approved workplan



## Budget Funding Request Short-Form Business Case

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

### TO BE COMPLETED BY INITIATOR

<p><b>Initiated by:</b> Salt Spring Island Local Trust Committee</p>	<p><b>Budget Source</b> (select all that apply):</p> <p><input checked="" type="checkbox"/> <b>Specific Project Funding</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Third Party Contractors</li> <li><input type="checkbox"/> Staff Travel Expense</li> <li><input type="checkbox"/> Staff Overtime Expense</li> <li><input type="checkbox"/> New Staff Member</li> <li><input type="checkbox"/> Computer Hardware/Software</li> </ul> <p><input type="checkbox"/> <b>Furniture &amp; Equipment</b></p> <p><input type="checkbox"/> <b>Computer Hardware/Software</b></p> <p><input type="checkbox"/> <b>New Staff Resources</b> (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Permanent</li> <li><input type="checkbox"/> Temporary</li> </ul> <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> <b>Other – please describe:</b> Communications and education <u>materials</u>; Meeting costs</p>
<p><b>Business Area:</b> Salt Spring Island Local Trust Committee Local Planning Services</p>	
<p><b>Name of Request:</b> Salt Spring Island Watershed Protection Alliance (SSIWPA) – Special Property Tax Requisition</p>	
<p><b>Date initiated:</b> August 31, 2021</p>	<p><b>Date required:</b> April 1, 2022 to March 31, 2023</p>
<p><b>BACKGROUND:</b></p> <p>The Salt Spring Island Local Trust Committee (SS LTC) has been coordinating the Salt Spring Island Watershed Protection Alliance (<a href="#">SSIWPA</a>) since 2013 using delegated authority from the Islands Trust Council (<i>Islands Trust Act</i>, <a href="#">Section 8(2)(b)</a>) via Trust Council <a href="#">Bylaw No. 154</a>. SSIWPA provides a forum within which to engage in multi-jurisdictional planning for the sustainability and protection of freshwater resources on Salt Spring Island.</p>	
<p><b>PROBLEM STATEMENT/OBJECTIVES:</b></p> <p>The purpose of SSIWPA is to:</p>	

- Provide a framework for freshwater resources in the Salt Spring Island Local Trust Area to be managed in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations;
- Advise on policies of regional, local and provincial government organizations that are related to freshwater resources; and
- Coordinate the implementation of those policies.

The SSIWPA [Terms of Reference \(ToR\)](#) provides guidance for how the member agencies collaborate and provide a framework for the scope of work undertaken.

**PROJECTED RESULTS/DELIVERABLES:**

Assuming that SSIWPA’s 2022/23 workplan is generally consistent with that of fiscal 2021/22, the following costs are anticipated:

- Coordination of SSIWPA by third-party coordinator in 2022/23 fiscal year - \$60,000
- Development and dissemination of education and communication materials related to freshwater and watershed protection on Salt Spring Island - \$13,740
- Meeting Costs - \$1,760
- **Total - \$75,500**

**ALTERNATIVES CONSIDERED:**

**1) Fund SSIWPA from general Islands Trust budget**

Trust Council Policy Special Property Tax Requisition Policy ([6.3.2](#)) states that the Islands Trust Council will evaluate and include a LTC’s local initiative or program in the preliminary Islands Trust’s general budget if any of the following criteria apply:

- the program is considered to be a base service of the LTC;
- the program is a scheduled official community plan review or land use bylaw update; and
- the program has Trust-wide implications and benefits.

If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.

SSIWPA does not meet the above criteria. Therefore, it is unlikely that the Islands Trust Council would support SSIWPA as a general budget item and instead requires approval via a special property tax requisition.

**2) Fund SSIWPA as a minor LPS project (up to \$5,000)**

Funding SSIWPA as a minor LPS project would enable hiring a contractor to provide administrative support in the form of assembling agendas, booking meeting space and supplying a minute taker. However, there would be no one to lead development of the communications and education materials that SSIWPA has come to expect, manage any SSIWPA-led projects, or coordinate implementation of the SSIWPA workplan.

**3) Terminate funding support for SSIWPA**

Concluding funding support SSIWPA would mean there would be no body to coordinate the freshwater and watershed protection work of various agencies and community groups on Salt Spring Island.

**CRITICAL SUCCESS FACTORS (List):**

- Agency and community organization commitment

**CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:**

N/A

**BENEFIT/COST ANALYSIS SUMMARY:**

Freshwater policy and watershed protection is multijurisdictional on Salt Spring Island. In the absence of SSIWPA – or a similar body – there would be no existing alternate mechanism by which the agencies of jurisdiction and other interested community groups would have a forum to coordinate their freshwater efforts.

The cost of providing a contractor to coordinate SSIWPA is commensurate with the level of expectation placed on that coordinator via the RFP and signed contract. To date, the SSIWPA coordinator has been expected to be more than an administrative coordinator that assembles meeting agendas and secures meeting space. Instead, the coordinator has been expected to oversee the development of communications and education materials, compile and aggregate information for reporting to the SSIWPA steering committee, and liaise with the public and agency representatives.

The financial cost of this coordinating effort is borne by the taxpayers of the Salt Spring Island Local Trust Area.

**RECOMMENDED DECISION:**

That the SS LTC requests Islands Trust FPC include a special property tax requisition of \$75,500 to support the coordination of watershed and freshwater protection policy on Salt Spring Island.

**PURCHASING PROCEDURE:**

SSIWPA coordination contract can be renewed annually for up to five years. After five years, or at any time the annual contract expires and the LTC wishes to do so, an RFP can be issued for coordination services.

Salt Spring Island Local Trust Committee

Initiator:

August 31, 2021

Date

\_\_\_\_\_  
Director/CAO

\_\_\_\_\_  
Date

**REVIEWED BY MANAGEMENT TEAM:**

Date received:

Approved: X  YES  NO

**Next steps:**

- If approved by management:
  - the business case will be forwarded to FPC for review in October of each year.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not approved by management:
  - the business case will be forwarded to FPC for information in October of each year.



**ISLANDS TRUST**  
**SSIWPA Coordination Budget 2021-22**  
 Adopted December 17, 2020

	<b>Draft Budget 2021-22</b>	<b>In-Kind</b>
<b>REVENUES</b>		
SSI LTC Tax Requisition	75,500	
In-Kind Staff Time	-	1,000
Draw from SSIWPA Surplus (previously recognised Constituency Grant funds)	14,097	
<b>Total Revenues</b>	<b>89,597</b>	<b>1,000</b>
<b>EXPENSES</b>		
<u>Coordination</u>		
Coordinator Contract	60,000	
	<u>60,000</u>	
<u>Events and Communications</u>		
Communications Materials	11,740	
Events	-	
Website Hosting	2,000	
	<u>13,740</u>	
<u>Meetings</u>		
Steering Committee	280	
Technical Working Group	280	
Rainwater Subcommittee	280	
Minute-taker	800	
Meeting Software Licensing Fees (Zoom)	120	
In-Kind Staff Time	-	1,000
	<u>1,760</u>	<u>1,000</u>
<b>Total Expenses</b>	<b>75,500</b>	<b>1,000</b>
<b>Annual Surplus (Deficit)</b>	<b>14,097</b>	<b>-</b>
Transfer (t CRD) from SSI LTC for Project [Weston Lake Water Availability and Climate Change Study]	(14,097)	
<b>NET ANNUAL SURPLUS (DEFICIT) after transfers</b>	<b>-</b>	<b>-</b>
Accumulated Surplus, opening balance (March 31, 2021 est)	109,796	
Accumulated Surplus, closing balance (March 31, 2022)	95,699	

SSIWPA Workplan April 1, 2021-March 31, 2022									
Area or Watershed	Lead Agency	Quarter:	1	2	3	4	Partners	Status	
<b>Water Availability Analysis</b>									
Detailed Hydrogeological Assessment of Water Service Area	Cedar Lane	CRD					Cedar Ln Commission, TWG, FLNR	Proposed	
Water Availability and Climate Change Assessment*	Weston	CRD					Fulford Commission, TWG, FLNR	In process	
<b>Monitoring</b>									
<b>Watershed Monitoring Program:</b>									
Observation Wells	Island	IT					FLNR	Ongoing	
Observation Lakes	Bullock	IT						Ongoing	
	Cusheon	IT						Ongoing	
	Weston	IT						Ongoing	
	Stowell	IT						Ongoing	
Water System Data Management Assistance		SSIWPA						In process	
<b>Policy and Planning</b>									
Bloom Notification Alert System	Cusheon, SML	Water Preservation					CRD, CLSC, Island Health	Proposed	
Blackburn Legacy Landfill Pollution Assessment	Blackburn	Water Preservation					CRD, CLSC, ENV	Proposed	
Watershed Protection Plan*	Island	IT						Proposed	
Proof of Sufficient Water (Time of Subdivision)	Island	IT					CRD, FLNR	In process	
<b>Communications</b>									
Rainwater Rebate Program	Island	Transition SS					CRD, SSIWPA	Funding being sought	
Groundwater Brochure	Island	SSIWPA - TWG					FLNR	In process	
Professional Design Guide for Potable Rainwater Systems	Regional ?	<b>Pending</b>					CRD, FLNR	Proposed	
Virtual Rain Tour, Online Rain Harvesting Resources	Island	SSIWPA						Ongoing	
Annual Report	Island	SSIWPA						Annually	

\*Linked projects; There could be other watersheds identified in the WPPlan.