Financial Planning Committee
Agenda

Date:	October 14, 2020
Time:	10:00 am - 3:00 pm
Location:	Electronic Zoom Meeting

Pages

5.1. Financial Planning Committee 2021 Meeting Dates - RFD 77 - 79

That Financial Planning Committee adopt the proposed meeting dates for 2021 as presented.

AND

That Financial Planning Committee direct staff to schedule the 2021 FPC meeting dates of ________, ___________, ________ as electronic meetings, and list the Victoria Office Board Room as the public meeting location should Ministerial Orders under the *Emergency Program Act* regarding local government meetings change in 2021 requiring a physical location be provided.

5.2. Posting FPC Meeting Records to the Website - RFD 80 - 81

That the Financial Planning Committee post their electronic meeting recordings to the Islands Trust website beginning with their meeting on [date].

5.3. Community Amenity Contributions - Briefing 82 - 85

Receive for information and discussion.

6. NEW BUSINESS

7. TOWN HALL & DELEGATIONS

8. CLOSED MEETING

that the Financial Planning Committee meeting be closed to the public in accordance with the *Community Charter*, Part 4, Division 3, s. 90 (1)(g) litigation or potential litigation affecting the municipality; and s. 90(1)(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public; and that staff be invited to remain in the meeting.

Recommendation
That the meeting be closed to the public in accordance with the Community Charter,

and staff attend the meeting.

9. RISE AND REPORT

10. NEXT MEETING

Thursday, November 12, 2020, from 10:00 a.m. to 3:00 p.m.

11. ADJOURNMENT

*Approximate time is provided for the convenience of the public only and is subject to change without notice.

Financial Planning Committee
Minutes of a Regular Meeting

Date: **August 19, 2020**
Location: **Electronic Meeting**

Members Present:
Peter Grove, Chair
Paul Brent, Vice Chair
Peter Luckham, Executive Committee Representative
Sue Ellen Fast, Executive Committee Representative
Laura Patrick, Executive Committee Representative
Dan Rogers, Executive Committee Representative
Kate-Louise Stamford, Islands Trust Conservancy Board Representative
Laura Busheikin, Local Planning Committee Representative
Scott Colbourne, Trust Programs Committee Alternate Representative

Regrets:
Tahirih Rockafella, Local Trustee

Staff Present:
Russ Hotsenpiller, Chief Administrative Officer
Julia Mobbs, Director, Administrative Services
David Marlor, Director, Local Planning Services
Clare Frater, Director, Trust Area Services
Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

The meeting was called to order at 10:00 a.m. Chair Grove acknowledged with respect that we are grateful to be able to gather together within locations across the traditional and treaty territories of the Coast Salish People.

2. AGENDA

2.1 Introduction of New Items

None

2.2 Approval of Agenda

By general consent the agenda was approved as presented.

3. ADOPTION OF MINUTES / COORDINATION

3.1 Minutes of Meetings

3.1.1 Financial Planning Committee Minutes of May 27, 2020

By general consent the Financial Planning Committee Minutes of May 27, 2020, were adopted as presented.

3.2 Resolutions Without Meeting

None

3.3 Follow up Action List

Director, Administrative Services (DAS) Mobbs provided an update on the items in progress.

4. TRUST COUNCIL BUSINESS

4.1 2019/20 Statement of Financial Information (SOFI) - RFD

FPC-2020-026
It was MOVED and SECONDED,
that the 2019/20 Statement of Financial Information as presented be forwarded to Trust Council for information.

CARRIED

4.2 June 30, 2020 Quarterly Financial Report - RFD

FPC-2020-027
It was MOVED and SECONDED,
that Financial Planning Committee forward the June 30, 2020 Quarterly Financial Report to Trust Council as presented**.**

CARRIED

4.3 2021/22 Draft Budget Information

FPC-2020-028
It was MOVED and SECONDED,
that the 2021/22 Draft Budget Information, including the Budget Cycle Timelines and Budget Assumptions and Principles, be forwarded to Trust Council.

CARRIED

4.4 2021/22 Budget Public Consultation Plan – Briefing

Director, Trust Area Services (DTAS) Frater presented the briefing. Discussion included the following points:

- lessons learned from the past budget consultations need to be incorporated into the current plan;
- public involvement in budget discussions appears to be increasing, possibly as a result of more extensive use of social media;
- although survey results may not be statistically significant in terms of islander populations, responses to the survey are valuable;
- caution is needed to not influence responses by the nature of the questions;
- there is no ability to identify where responders to the survey reside; and
- using specific social media platforms could raise concerns, and likely direction is needed from Trust Council as to how to utilize them appropriately, if at all.

FPC-2020-029
It was MOVED and SECONDED,
that the Financial Planning Committee approve the 2021/22 Budget Public Consultation project charter, dated August 19, 2020.

CARRIED

4.5 Costs of Processing Land-Use Applications - Briefing

Director, Local Planning Services (DLPS) Marlor presented the briefing. He indicated that information in regards to staff time spent on processing applications will continue to be collected and that an analysis of the information and recommendations will occur at a later date.

FPC-2020-030
It was MOVED and SECONDED,
that the Cost of Processing Land-Use Applications briefing be sent to Trust Council for information.

DEFEATED

CAO Hotsenpiller joined the meeting at 11:07 a.m.

4.6 FPC Top Priorities

Director, Administrative Services (DAS) Mobbs presented the Top Priorities list.

FPC-2020-031
It was MOVED and SECONDED,
that the Review of the Surplus Fund be #3 in the Top Priorities list and the current item #3 (Review of Trustee Remuneration) be moved to the Projects list.

CARRIED

5. BUSINESS

5.1 Accumulated Surplus Fund Analysis - Briefing

DAS Mobbs indicated that the briefing is a preliminary review for discussion purposes. It includes a description of the history and current use of surplus funds but is not a complete analysis of future possibilities, options or recommendations.

FPC-2020-032
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to explore the use of the Accumulated Surplus Fund with a focus to developing alternatives for possible policy changes.

CARRIED

The committee recessed at 11:50 a.m. and reconvened at 12:20 p.m.

5.2 LPC Application Fees Review - Briefing

DLPS Marlor presented the briefing for information, indicating that the review of LTC application fees is ongoing work and that more work will be completed and incorporated into the briefing to be returned to the next Local Planning Committee meeting in November for their review. DLPS Marlor spoke to the challenge of making comparisons with other local governments and clarified that although this project is not included in the current Strategic Plan, it was initiated in 2011 prior to the establishment of the Strategic Plan, was not completed, and the Local Planning Committee directed staff to renew work on this item. Trustee Fast indicated that she would forward to the Committee for information a Bowen Island Municipality report in regards to Planning and Development Fees that includes a review of comparable communities' fees.

5.3 Collecting a Percentage of Zoning Uplift in Property Value - RFD (Trustee Sponsored)

Trustee Fast presented the Request For Decision that provides an overview of options regarding capture of zoning uplift as used in other communities.

FPC-2020-033
It was MOVED and SECONDED,
that the Financial Planning Committee request staff to develop a report with alternatives for capturing a percentage of any zoning uplift in property values for the benefit of Trust Area communities and ecosystems.

CARRIED

6. NEW BUSINESS

None

7. TOWN HALL & DELEGATIONS

None

8. CLOSED MEETING

FPC-2020-034
It was MOVED and SECONDED,
that the Financial Planning Committee meeting be closed to the public subject to section 90 (1)(k) of the Community Charter in order to consider negotiations and related discussions respecting the proposed provision of a service that is at preliminary stages and that, in the view of the Committee, could reasonably be expected to harm its interests if they were held in public; and that Islands Trust staff be invited to attend the meeting.

CARRIED

The Financial Planning Committee closed the meeting at 1:08 p.m. and reconvened in open meeting at 1:14 p.m. without report.

9. RISE AND REPORT

The Financial Planning Committee did not provide a report.

10. NEXT MEETING

The next meeting of the Financial Planning Committee will be held October 14, 2020.

11. ADJOURNMENT

By general consent the meeting adjourned at 1:15 pm.

____
Peter Grove, Chair

CERTIFIED CORRECT:

____
Robert Barlow, Legislative Services Clerk/Recorder

Print Date: October 9, 2020

Follow Up Action Report

Financial Planning Committee

21-Jan-2019

Activity	Responsibility	Dates	Status
1 That staff prepare a presentation on property values and provincial land assessment for Financial Planning Committee.	Julia Mobbs	Target: 31-Oct-2019	In Progress

10-Mar-2020

Activity	Responsibility	Dates	Status
1 That Trust Council request FPC to provide a report detailing the full staff costs associated with processing land-use applications, by application type.	David Marlor Julia Mobbs	Target: 19-Aug-2020	In Progress

14-Apr-2020

Activity	Responsibility	Dates	Status
1 that the Financial Planning Committee direct staff to prepare a report on the history, intended use and future possibilities for use of the Surplus Fund.	Julia Mobbs	Target: 19-Aug-2020	Completed
2 that the Financial Planning Committee work with the Regional Planning Committee (formerly the Local Planning Committee) in regards to Islands Trust application fees structure.	David Marlor	Target: 12-Nov-2020	In Progress

Follow Up Action Report

Financial Planning Committee

19-Aug-2020

Activity		Responsibility	Dates	Status
1	that the 2019/20 Statement of Financial Information as presented be forwarded to Trust Council for information.	Julia Mobbs	Target: 14-Oct-2020	Completed
2	that Financial Planning Committee forward the June 30, 2020 Quarterly Financial Report to Trust Council as presented.	Julia Mobbs	Target: 14-Oct-2020	Completed
3	that the 2021/22 Draft Budget Information, including the Budget Cycle Timelines and Budget Assumptions and Principles, be forwarded to Trust Council.	Julia Mobbs	Target: 14-Oct-2020	Completed
4	that the Review of the Surplus Fund be #3 in the Top Priorities list and the current item #3 (Review of Trustee Remuneration) be moved to the Projects list.	Julia Mobbs	Target: 14-Oct-2020	Completed
5	that Financial Planning Committee direct staff to explore the use of the Accumulated Surplus Fund with a focus to developing alternatives for possible policy changes.	Julia Mobbs	Target: 14-Oct-2020	In Progress
6	that the Financial Planning Committee request staff to develop a report with alternatives for capturing a percentage of any zoning uplift in property values for the benefit of Trust Area communities and ecosystems.	David Marlor	Target: 14-Oct-2020	In Progress

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 14, 2020
From:	Director, Administrative Services	**Date Prepared:**	October 7, 2020
SUBJECT:	**Budget 2021/22 : Draft 1, Version 1 Highlights**		

PURPOSE:

To provide Financial Planning Committee (FPC) with the first draft of the fiscal 2021/22 budget for review and comment.

BACKGROUND:

The Budget Assumptions and Principles (BAP) for the fiscal 2021/22 budget cycle were reviewed by Trust Council at their September 2020 meeting with no requested changes to the planned budget approach. The document contained an overview of the standard annual areas of importance, but did not contemplate the ongoing impact of the COVID-19 pandemic on next fiscal operations. However, it is expected that the pandemic will extend beyond March 31, 2021 and that even once health guidelines have relaxed to more customary levels, certain operational practices adopted during the pandemic will continue in some capacity (such as electronic meetings, more virtual training opportunities for staff and trustees, and a more remote workforce). Islands Trust management has incorporated the following assumptions into the draft 2020/21 budget to estimate the ongoing impact of COVID-19 on operations:

- Assumption that Trust Council, Council Committees, and LTC meetings will be held at least 50% electronic in the 2021/22 year. Budgets have been adjusted downwards to reflect this. Should TC, Committees, and LTCs pass resolutions for alternative plans, budget amounts will be adjusted accordingly.
- Assumption that Training will occur at levels similar to actual historical norms, with more training being received via virtual means resulting in reduced travel for training. Budgets have been adjusted downwards accordingly.
- An ongoing more remote workforce is being contemplated by management but has not yet been incorporated into the draft budget. If one of the small rented units in the Victoria office location are relinquished, savings of at least $12,000 would be realized and incorporated into future draft budgets.

Since Trust Council's meeting in September, all business units in Islands Trust have provided their departmental budgets and funding requests, Council Committees have made resolutions and provided business cases requesting funding for planned projects, and finance staff have prepared estimates for Trust-wide expenses. This information has been collated into the budget 2021/22 draft 1, version 1 for review by FPC. The Islands Trust Chief Administrative Officer has reviewed this draft budget in detail. Upon review of this draft budget by FPC, the Director, Administrative Services will incorporate requested and/or recommended changes into Draft 1, Version 2 of the fiscal 2021/22 budget. This second version will be reviewed by FPC at their November 2020 meeting prior to Trust Council in December 2020.

DRAFT 2021/22 BUDGET HIGHLIGHTS:

Comparisons to Previous Fiscal Years:

Draft 1 version 1 of the fiscal 2021/22 budget presents an overall increase of 5.9% ($481,508) over the (amended) approved budget for fiscal 2020/21. A comparison to the previous budget year is helpful to understand possible impacts to taxation levels, as tax requisitions are based on budgeted figures.

Draft 1 Version 1 of the fiscal 2021/22 budget presents an overall operating budget increase of 11% ($812,751) over *actual* operating expenses for fiscal 2019/20 (two fiscal years of separation). A comparison to actual operating expenses from previous fiscal years is helpful to determine real trends in spending levels, to inform budget development for future fiscal years. The 'operating budget' figure is the total budget less capital purchases, as capital purchases receive different treatment in Islands Trust budget reporting than they do in actuals reporting. As such, they need to be excluded for purposes of budget to actual comparisons. A subtotal for the operating budget is shown in the Budget Detail at Appendix A.

The largest contributing increases in the operating budget compared to actual expenses in 2019/20 relate to:

- An increase in planned the non-cash item of amortization expense (+$42,671)
- An increase in planned staff salaries and wages (+$655,241)
- An increase in planned trustee remuneration (+$22,026)
- An increase in planned insurance costs (+$65,741)
- An increase in total planned legal costs for Legal general, BE litigation, Litigation defense (+$13,080)
- An increase in planned ITC operations expenses (+$76,649)

The most significant offsetting decreases in the operating budget compared to expenses in 2019/20 relate to:

- A decrease in total planned amounts associated with staff and trustee Training (-$30,312)
- A decrease in planned Travel expenses (-$25,552)
- A decrease in planned Stationary and Supplies expenses (-$13,575)
- A decrease in planned Contracted Services expenses (-$10,801)
- A decrease in planned LTC expenses (-$7,863)

Project expense comparatives are provided in the Budget Detail but are potentially less helpful for future year decision making as projects vary from year to year based on Council priorities and could have very different costs depending on the nature of work being completed. Of note, however, is that actual project spending over the last four fiscal years has not exceeded $300,000 in any given year.

Details of Specific Budget Areas:

Details on planned revenues and planned expenditures in the draft budget include the following:

Planned Revenues:

Local Trust Area (LTA) Taxes:

- A proposed 3.86% ($261,829) average tax increase across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.93% ($63,083) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on the NMC Roll Comparison report from BC Assessment as at March 2020.

The total tax dollar change from LTAs over last year's budget is an increase of $324,912 (4.79%).

Bowen Island Municipality Taxes:

- A proposed 0.6% ($1,754) tax decrease to Bowen Island Municipality (BIM) for their contribution to the Trust Council and Islands Trust conservancy and related administration costs portion of the Islands Trust budget. The contribution has been calculated at $301,267 in the draft budget.

Special Tax Requisitions:

- An anticipated special property tax levy for the SSI LTA has been budgeted at the annual historical amount of $85,000 to continue funding the SSI Watershed Protection Alliance (SSIWPA) initiative. The actual amount requested for this special levy, if continued, will be determined based on resolution from the SSI Local Trust Committee (LTC) and subsequent Trust Council approval, and will likely take into account unspent special levy funds from previous fiscal years.

Surplus Funding:

- A transfer of $248,000 (2020/21 - $429,650) from the General Revenue Surplus Fund, of which $238,000 is allocated to strategic plan initiatives, and $10,000 is allocated to a potential project for developing heritage overlay mapping, currently under review by Executive Committee.
- A transfer of $143,000 (2019/20 - $71,500) from the LTC-Project Specific Reserve Fund to fund ongoing LTC projects and anticipated new projects that may arise in the fiscal year (see Appendix B for a summary list of these projects).

The total dollar draw from accumulated surplus funds in the draft budget is $401,000 (2020/21 - $501,150).

Other Revenue Sources:

- Fees and Sales from applications is set at $120,000 (2020/21 - $115,000) based on current year application trends. Regional Planning Committee (RPC) is currently conducting a review of application fees which is set to be complete by the end of the current fiscal year 2020/21. Any recommendations from this review may or may not be accepted by Local Trust Committees (LTCs). Recommendations from this review will be incorporated into future versions of the draft budget as they arise.
- The Provincial Grant funds have been budgeted at historical levels of $180,000 (2020/21 - $180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, and any required adjustments from this work will be made to the draft budget as the budget cycle continues.
- Interest and other income is budgeted at $60,000 (2020/21 - $85,000) based on known investment returns from existing investments, plus estimated returns on the investment of 2021/22 property tax funds, and assumes low interest rates will continue into the fiscal year.
- Grant income is estimated at $8,000 (2020/21 - $12,000) for Islands Trust. This amount has been reduced as resources dedicated to the grant management function will be reduced in the coming fiscal year, in favour of dedicating staff time to LTC advocacy. This change is a result of the LPS Review implementation. To acknowledge the inherent uncertainty and contingent nature of this revenue stream, an equal and offsetting amount has been included in planned expenditures to ensure a balanced budget even in the event that no grant income is realized in the fiscal year. Islands Trust is currently holding approximately $26,000 in unspent grant monies, which will be recorded as revenue when spent on approved expenditures. Staff will work to identify which of these grant funds are likely to be spent in fiscal 2020/22 and will incorporate associated revenues (and expenses) in future budget drafts.
- ITC Species at Risk (SAR) grant funds are reflected in the budget at $205,000 (2020/21 - $nil) in accordance with the proposed contribution agreement with Environment and Climate Change Canada. Expenses covered by these funds are recorded in their appropriate expense area within the ITC budget.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $5,459,044 in the 2021/22 draft budget (2020/21 - $5,097,170), representing 63% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

**areas with a 0.3FTE co-op student included*

- Executive and Legislative Services – 2.8 FTE
- Trust Area Services – 4.6 FTE
- Islands Trust Conservancy – 7.3 FTE*
- Local Planning Services – 29.8 FTE*
- Bylaw Enforcement – 4.6 FTE

- Administrative Services – 9.3 FTE*
  TOTAL = 58.3 FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements:
  - A request for an additional Bylaw Enforcement Officer, budgeted at approximately $83,000 including base salary and benefits. A business case for this request is included with the funding requests in this agenda.
  - The removal of a Planner 1 position in the Gabriola (GAB) office and replacement with a Planner 2 position, resulting in a $13,255 increase to salaries and wages.
  - The removal of a Planner 2 position in the Gabriola (GAB) office and replacement with an Island Planner position, resulting in a $15,865 increase to salaries and wages.
  - The addition of an ITC Species at Risk Coordinator, budgeted at approximately $87,055 including base salary and benefits. This role will be funded by the Species at Risk grant funding from Environment Canada. No business case was presented to the ITC Board for this position, so no case has been provided to FPC. If the committee would like to see a case before making their recommendation on ITC funding levels in the budget, they may request one.
  - The addition of an ITC Co-op field technician, budgeted at approximately $15,954 plus an additional $1,200 to cover a potential Pacific Leaders tuition Grant for co-op employees, should this student apply for, and be approved for it. No business case has been included for this position, but may be requested by FPC if desired.
- Staff salaries and benefits have been adjusted from previous years for the following factors:
  - A 2.0% wage increase for all BCGEU staff members, effective April 1, 2021.
  - An adjustment for all BCGEU staff who will move up ‘steps’ in their range in the fiscal year (3.0% per step per person).
  - An effective up-to 1.5% wage increase for all excluded staff members to anticipate potential increases from PSA received in the fiscal year. Staff are inquiring within PSA about potential excluded and executive staff wage freezes resulting from the pandemic, and any information received will be incorporated into future drafts of the budget.
  - An analysis of historical staff overtime has been performed and used to budget for estimated overtime in fiscal 2021/22. Overtime costs currently make up approximately $61,770 (2020/21 - $44,128) of the total salaries and benefits expense, which equates to approximately $77,459 (2020/21 - $54,939) when grossed up to include the cost of benefits associated with potential payouts of this expense.
  - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1,091,215 (2020/21 - $1,030,666). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.
  - No allowance for staff turnover has been made in the 2021/22 draft budget (2021/22 – $nil) as it is expected any savings realized through staff vacancies will be offset by the hiring of temporary or contracted human resources to ensure adequate production of planned work for the fiscal year.

Trustee remuneration remains quantified by Trust Council policy *7.2.1 Trustee Remuneration* and amounts to $596,370 in the 2021/22 draft budget (2020/21 - $595,113). Factors influencing this figure include the following:

- An anticipated .2% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at new rates of 5.45% and 5.75% as at January 1, 2021 and January 1, 2022 respectively.
- Extended benefit premiums have been reduced slightly per UBCM correspondence received in October 2020.
- Employer Health Tax (EHT) remains at 1.95% of base salary.

- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members.

Trust Council meeting expenses have been budgeted under the assumption that two meetings of Trust Council will be held electronically with the Council Chair and a Vice-Chair travelling to Victoria to manage the meeting from the office boardroom, and two meetings will be held with full Council in attendance in-person. The draft budget assumes Trust Council will continue to meet quarterly. Should Trust Council decide that a different format of meetings for next fiscal year should be undertaken (i.e.: that more or less meetings will be held electronically), adjustments will be made to these assumptions accordingly. Current planned spending for Trust Council meetings in the draft budget is $49,000 (2020/21 – $95,000).

Executive Committee meeting expenses are budgeted at $8,000 (2020/21 - $16,600), which is 56% of the actual EC meeting costs from FY2019/20. This follows the same assumption applied to most meeting expenses in the budget – that approximately half of all meetings will be conducted electronically resulting in reduced costs. Should EC decide that a different format of meetings should be planned for (i.e.: that all meetings will be held electronically), adjustments will be made to these assumptions accordingly.

LTC-direct expenses amount to $68,400 (2020/21 - $68,088). Reductions to LTC trustee expenses was made under the assumption that trustees would be travelling less in light of the pandemic. LTC meeting expenses was reduced by 10% assuming electronic meetings would result in less costs for venue rentals. Minute-taker costs make up the bulk of LTC meeting costs and are not expected to see a reduction with a change in meeting format. LTC Communications and Funds for Special Projects remain consistent with actual historical spending and budget at $5,000 for each area.

LTC-specific project expenses are budgeted at $143,000 (2020/21 - $71,500) for LTC projects that are currently ongoing and expected to carry over into the 2022 fiscal year (see Appendix B for project list), plus an allowance for upcoming, currently unknown LTC projects ($36,000). Estimated amounts in this calculation include potential First Nations capacity funding. These projects will continue to be funded from monies in the Special Purpose LTC Project Reserve fund unless directed otherwise by Trust Council.

Islands Trust Conservancy expenses, excluding ITC staff salaries and benefits of $588,166, amount to $234,755 in the 2021/22 draft budget (2020/21 - $167,000). Significant changes in this amount include:

- An increase to property management costs to account for the anticipated addition of two nature reserves and one conservation covenant (+$5,810).
- An increase in legal costs to account for higher rates charged by the new ITC legal counsel (+$7,000). ITC's former legal counsel is no longer operating.
- A reduction in meeting expenses to account for a 50% reduction in in-person meetings due to the CoViD-19 pandemic (-$6,925).
- An increase to Communications and Fundraising costs to support an ITC Fund Development Plan (+$7,000).

Additional new programming related to Species at Risk (SAR) is planned for the 2021/22 fiscal year due to grant funding from Environment and Climate Change Canada that has been awarded to ITC. New programming plans has resulted in the following budgeted expenses associated with new SAR work:

- $150,600 to cover the salaries and benefits associated with the two new ITC staff positions (see Salaries section), and offset a portion of existing staff salaries.
- Property management associated with SAR work, primarily for Species at Risk surveys on ITC-managed land ($25,000);
- Conservation planning and land securement costs, which cover potential surveys, appraisals, and ecological inventories on proposals that may be brought forward in the year ($15,000);
- Mapping of Species at Risk habitats within the Trust Area ($5,000);
- Legal costs resulting from anticipated higher number of proposals received ($3,000);
- Training for the new SAR coordinator ($750);
- Increased travel to account for the new SAR position and the co-op student field tech ($5,000).

The ITC Board has passed a resolution approving their budget request which includes the items listed above. The RFD that was reviewed by the Board is included with the project business cases/funding requests in this agenda package which provides additional detail.

Office leases and associated costs amount to $466,300 (2020/21 - $458,000). Main staff office spaces remain in Victoria, and on Gabriola Island and on SSI. Smaller on-island office leases remain in use on Galiano Island, Mayne Island, Pender Island, Saturna Island, and Denman Island used mainly by trustees and LPS staff for meetings with members of the public. Small increases have been seen in many of the office spaces, as well as increased cleaning rates for island offices. This draft of the budget includes all rented space in the Victoria office; however discussions are underway to determine if one or more of the smaller units not connected to the main office space can be terminated in light of the new manner of remote working that may continue post-pandemic. Should decisions around this be reached in time to incorporate in to the final budget draft, amounts will be updated and reduced as appropriate.

Insurance costs have once again risen and are budgeted at $185,000 (2020/21 - $151,385), based on renewal amounts for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan received a 23% increase as a result of a hardening insurance market and an extended period of claims history reviewed by insurers. It is possible that renewal mid-next fiscal year will see reduced premiums as claims history periods roll forward one year, however it is not possible to determine where markets may be at that time, nor is it possible to foresee what new claims may befall the Trust over the next year. As such, the draft 2021/22 budget includes the high rates seen at current fiscal renewal. An alternative approach would be to budget for a hopeful decrease in premium at renewal, and draw on accumulated surplus funds should this reduction not be realized.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $265,000 (2020/21 - $245,000). Legal General remains budgeted at $90,000 consistent with the 2020/21 budget, in line with upward spending trends in this area. This area of funding pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Legal for Bylaw Enforcement remains budgeted at $85,000 consistent with the 2020/21 budget, which is in line with upward spending trends in this area, and accounts for the increased desire from trustees that greater enforcement take place on the islands. This also takes into consideration the request for an additional Bylaw Enforcement Officer which could result in greater enforcement action taken. Legal Litigation is budgeted at $90,000, consistent with prior year actuals and in line with upward spending trends in this area. This is a difficult item to budget for, and while consideration for known claims can be made, there is no way to know what may come forward in the year. Similar to insurance costs, an alternative approach would be to budget for a lower expense in this area, and draw on accumulated surplus funds should this additional funds be required in the year for increased litigation.

Software Support and Licensing expenses are budgeted at $103,900 (2020/21 - $76,700), which includes a $30,000 Microsoft Windows upgrade to support organization-wide operations.

Computer Hardware and Software expenses have been budgeted at $29,200 (2020/21 - $90,600) which includes costs to purchase new computers for those nearing or at end of life, and an expansion of server bandwidth capacity to accommodate increased server traffic.

Contracted Services are budgeted at $56,000 in the 2021/22 draft budget (2020/21 - $58,500) for services acquired from external providers, generally related to specialized areas of work. The bulk of this planned spending decrease comes from a reduction in ACCPAC consulting services (-$1,000), a reduction in payroll processing costs (-$5,000) and a reallocation of temporary staff resources to salaries (-$3,000). Offsetting increases are associated with Trust Area Services work (+$2,000) and funding for contracted FOI assistance (+$4,500)

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $238,000 (2020/21 - $296,650), broken down in the following list. Also included in this draft budget is a staff-proposed project for heritage overlay mapping for $10,000 which is currently under review by Executive Committee. This item may be removed or revised at the recommendation of EC and TC in future draft budgets.

- Create a model DPA for LTC-BIM OCP bylaws to protect CDF zones throughout the Trust Area (Strat Plan item #2) - $5,000

- Continue to map the extent of eelgrass and kelp beds throughout the Trust Area (Strat Plan Item #5) - $50,000
- Finish mapping and develop water budgets for groundwater aquifers in the Trust Area (Strat Plan Item 8) - $50,000
- Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (Strat Plan Item #9) - $5,000
- Implement actions outlined in TC Strategic Actions and Develop model density bonus bylaws for LTC conisation (Strat Plan item #16) – $10,000
- Develop set of climate change, demographic + environmental data along with performance criteria (Strat plan item #12) - $25,000
- Broadcast public meetings (Strat Plan item #13) - $19,000
- Develop and implement a stewardship education program (Strat plan item # 21) - $15,000
- Implementation of the Trust Reconciliation Action Plan (Strat plan item #18, 19) - $17,000
- Amend the Policy Statement project (Strat plan item # 10,16,22,23) - $17,000
- Develop heritage overlay mapping - $10,000
- Secretariat Function - $30,000

Budget funding request business cases for all strategic and operational initiatives are included in this agenda package for review (see Appendix C).

Surplus funds in Accumulated Surplus funds are expected to remain healthy due to savings in the current fiscal year which are likely to result in a significantly lower draw from surplus in the current fiscal year than planned. Estimates of the surplus fund balance will be provided with version 2 of the budget, when quarter two result are available and a more reasonable estimate of current year projections can be made and incorporated into the minimum balance calculation.

Key Subject Areas:

Climate action and water resources once again remain key areas of funding in the draft budget, in line with Trust Council's strategic plan.

ATTACHMENT(S):

1. **Appendix A: Budget 2021/22: Draft 1, Version 1 Detail**
2. **Appendix B: List of LTC Projects Funded by the LTC-Project Specific Reserve Fund**
3. **Appendix C: Budget 2021/22 Funding Requests Summary and Related Business Cases**

FOLLOW-UP:

As directed by Financial Planning Committee.

Prepared By: Julia Mobbs, Director, Administrative Services
Reviewed By: Russ Hotsenpiller, Chief Administrative Officer/October 8, 2020

0

		2016/17	2017/18	2018/19	2019/20	2020/21		2021/22	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
		ACTUALS	**ACTUALS**	**ACTUALS**	**ACTUALS**	**BUDGET** (covid amended)	Q1 Actuals	**Draft BUDGET**	*BUDGET 2021/22 vs 2020/21 $ Change*	*BUDGET 2021/22 vs 2020/21 % Change*	*Budget 2021/22 vs. Actuals 2019/20 $ Change*	*Budget 2021/22 vs. Actuals 2019/20 % Change*
	REVENUE											
40300	Fees & Sales	136,863	139,199	166,154	102,051	115,000	*30,265*	**120,000**	*5,000*	*4.3%*	*17,949*	*18%*
45000	Provincial Grant	177,880	180,000	180,000	180,000	180,000	*180,000*	**180,000**	-	*0.0%*	-	*0%*
	ITC Species at Risk Grant Funds					-		**205,000**	*205,000*	*100.0%*	*205,000*	*100%*
46000	Property Tax Levy - LTA	6,249,834	6,312,332	6,312,331	6,696,752	6,783,140	-	**6,783,140**	-	*0.0%*	*86,388*	*1%*
3.86%	Property Tax Levy - LTA General Increase			126,247			-	**261,829**	*261,829*	*4.8%*	*261,829*	
0.93%	Property Tax Levy - LTA NMC Increase			63,123			-	**63,083**	*63,083*		*63,083*	
	Property Tax Levy - Bowen	223,418	242,680	293,933	329,634	303,021	-	**303,021**	-	*0.0%*	*(26,613)*	*-8%*
-1.7%	Property Tax Levy - Bowen General Increase						-	**(5,118)**	*(1,754)*	*-0.6%*	*(5,118)*	
1.1%	Property Tax Levy - Bowen NMC Increase						-	**3,364**			*3,364*	
46200	Special LTC Tax Requisition - SSIWPA	110,500	98,500	98,500	98,500	75,500	-	**85,000**	*9,500*	*12.6%*	*(13,500)*	*-14%*
47000	Transfer from LTC Specific		-			71,500	-	**143,000**	*71,500*	*100.0%*	*143,000*	
47000	Transfer from General Revenue Surplus Fund		-			429,650	-	**248,000**	*(181,650)*	*-42.3%*	*248,000*	
48000	Interest Income	63,629	71,295	104,385	102,281	85,000	*11,332*	**60,000**	*(25,000)*	*-29.4%*	*(42,281)*	*-41%*
49000	Other income	10,214	16,795	8,692	161,853	-	*1,158*	**0**	-	*100.0%*	*(161,853)*	*-100%*
49001	Grant income - projects	16,965	-	8,329	13,201	12,000	*684*	**8,000**	*(4,000)*	*-33.3%*	*(5,201)*	*-39%*
	Total Revenue	**6,989,304**	**7,060,801**	**7,361,694**	7,684,271	**8,054,811**	***223,440***	**8,458,319**	*403,508*	*5.0%*	*774,048*	*10%*
	EXPENSES											
50900	Amortization	67,668	92,719	79,978	175,329	140,000	*44,866*	**218,000**	*78,000*	*55.7%*	*42,671*	*24%*
50950	Applications sponsored by Exec Committee	-	(5,312)	10,050	2,035	5,000	*1,000*	**5,000**	-	*0.0%*	*2,965*	*146%*
50960	History and Heritage Funding Grants-in-Aid	-	-	1,500	4,500	5,000	-	**5,000**	-	*0.0%*	*500*	*11%*
51000	Audit	16,825	20,000	23,725	13,725	20,000	*(2,000)*	**20,000**	-	*0.0%*	*6,275*	*46%*
51500	Bank Charges & Interest	3,507	2,553	3,176	4,181	4,000	*612*	**4,000**	-	*0.0%*	*(181)*	*-4%*
52500	Board of Variance	138	-	747	1,974	1,100	-	**1,100**	-	*0.0%*	*(874)*	*-44%*
53500	Carbon Offset Purchases	549	(2,678)	300	(922)	500	*300*	**-**	*(500)*	*-100.0%*	*922*	*-100%*
54000	Committee Meeting Expense - FPC			5,965	2,269	4,918	-	**2,500**	*(2,418)*	*-49.2%*	*231*	*10%*
54100	Committee Meeting Expense - LPC			3,049	1,526	1,921	-	**1,500**	*(421)*	*-21.9%*	*(26)*	*-2%*
54200	Committee Meeting Expense - TPC			4,973	2,200	1,324	-	**1,000**	*(324)*	*-24.5%*	*(1,200)*	*-55%*
54300	Cultural Working Group			-	75	2,500	-	**-**	*(2,500)*	*-100.0%*	*(75)*	*-100%*
54500	Communications and ITC Fundraising	23,447	31,292	40,666	16,243	33,000	-	**49,000**	*16,000*	*48.5%*	*32,757*	*202%*
54580	FN Protocol Funds			-	1,831	6,000	-	**-**	*(6,000)*	*-100.0%*	*(1,831)*	*-100%*
55105	SW Support and Licensing	41,874	53,025	59,371	64,521	76,700	*19,401*	**103,900**	*27,200*	*35.5%*	*39,379*	*61%*
55200	Internet	44,183	40,149	48,022	43,895	41,000	*12,106*	**48,000**	*7,000*	*17.1%*	*4,105*	*9%*
55500	Technical Support	85,429	92,514	74,180	89,251	89,000	*28,351*	**88,000**	*(1,000)*	*-1.1%*	*(1,251)*	*-1%*
56000	Contingency	-	2,466	48	2,737	12,000	*(561)*	**12,000**	-	*0.0%*	*9,263*	*338%*
56500	Contract Services	134,385	294,396	96,265	66,801	58,500	*5,340*	**56,000**	*(2,500)*	*-4.3%*	*(10,801)*	*-16%*
57000	Elections - General	-	-	125,868	-	-	-	**-**	-	*0.0%*	-	*0%*
57050	Elections - By-elections	-	-	14,997	61	5,000	-	**-**	*(5,000)*	*-100.0%*	*(61)*	*-100%*
60000	Insurance	107,162	106,422	106,588	119,259	151,385	*35,158*	**185,000**	*33,615*	*22.2%*	*65,741*	*55%*
61100	ITC - Board Honoraria	4,650	7,600	6,850	7,000	6,600	*1,000*	**6,600**	-	*0.0%*	*(400)*	*-6%*
61200	ITC - Board Meeting Expense	8,618	14,100	11,451	8,982	13,850	*11*	**6,925**	*(6,925)*	*-50.0%*	*(2,057)*	*-23%*
61210	ITC - Board Training & Conferences	2,298	1,398	94	3,010	4,000	-	**4,000**	-	*0.0%*	*990*	*33%*
61300	ITC - Property Management	59,933	74,589	55,835	61,067	72,000	*569*	**102,810**	*30,810*	*42.8%*	*41,743*	*68%*
61500	ITC - Conservation Planning & Land Securement	20,990	14,577	13,366	12,177	15,000	-	**30,000**	*15,000*	*100.0%*	*17,823*	*146%*
61600	ITC - Ecosystem Mapping	-	18,981	22,000	1,449	15,000	-	**20,000**	*5,000*	*33.3%*	*18,551*	*1280%*
62000	Land Title Registrations	4,067	3,546	3,476	3,600	1,500	*781*	**4,500**	*3,000*	*200.0%*	*900*	*25%*
63000	Legal - general	60,345	96,598	73,003	80,475	90,000	*21,130*	**90,000**	*(0)*	*0.0%*	*9,525*	*12%*
63100	Legal - bylaw enforcement litigation	73,892	63,491	97,524	81,806	85,000	*20,705*	**85,000**	-	*0.0%*	*3,194*	*4%*
63200	Legal - litigation defence	(109,009)	27,100	64,387	89,639	70,000	*49,020*	**90,000**	*20,000*	*28.6%*	*361*	*0%*
65000	LTC "Trustee Expenses"	9,502	8,857	6,928	4,745	7,610	*72*	**5,000**	*(2,610)*	*-34.3%*	*255*	*5%*
65050	LTC "Executive Expense on LTC's"	22,155	23,832	18,274	14,458	18,469	*29*	**12,000**	*(6,469)*	*-35.0%*	*(2,458)*	*-17%*
65200	LTC Meeting Expenses	40,212	37,948	37,579	39,150	28,378	*6,254*	**36,000**	*7,622*	*26.9%*	*(3,150)*	*-8%*
65210	LTC Local Exp APC Meeting Expenses	7,296	5,190	5,745	8,096	3,632	*118*	**5,400**	*1,768*	*48.7%*	*(2,696)*	*-33%*
65220	LTC Local Exp Communications	3,032	4,693	3,144	5,166	5,000	*1,071*	**5,000**	-	*0.0%*	*(166)*	*-3%*
65230	LTC Local Exp Special Projects	5,735	4,336	3,491	4,648	5,000	-	**5,000**	-	*0.0%*	*352*	*8%*
67000	Meeting Expense	126,247	129,426	167,826	136,652	95,718	*415*	**60,500**	*(35,218)*	*-36.8%*	*(76,152)*	*-56%*
67500	Memberships	13,657	14,208	13,406	13,822	16,815	*1,151*	**17,310**	*495*	*2.9%*	*3,488*	*25%*
68100	Notices - Statutory & Non-Statutory	31,714	24,789	19,755	18,085	25,000	*2,055*	**25,000**	-	*0.0%*	*6,915*	*38%*
69000	Office - Lease costs	363,604	380,928	387,820	406,751	397,940	*98,890*	**400,500**	*2,560*	*0.6%*	*(6,251)*	*-2%*
69005	Office - outside services	39,367	39,715	53,754	58,256	60,060	*10,216*	**65,800**	*5,740*	*9.6%*	*7,544*	*13%*
70000	Postage, Courier & Delivery	12,976	10,573	10,403	13,164	10,000	*2,372*	**10,100**	*100*	*1.0%*	*(3,064)*	*-23%*
74000	Recruitment	11,199	8,801	6,471	4,216	8,000	*32*	**8,000**	-	*0.0%*	*3,784*	*90%*
74900	Safety	4,175	6,096	327	1,548	5,000	*472*	**5,000**	-	*0.0%*	*3,452*	*223%*
75100	Sal & Ben - Salaries - Exec/TAS/ITC/Admin staff	1,621,684	1,716,731	1,747,836	1,940,821	2,112,238	*524,150*	**2,784,282**	*672,043*	*31.8%*	*843,460*	*43%*
75110	Sal & Ben - Benefits - Exec/TAS/ITC/Admin staff	407,507	413,561	427,874	487,330	531,900	*132,714*	**-**	*(531,900)*	*-100.0%*	*(487,330)*	*-100%*
76100	Sal & Ben - Salaries - Planners & RPMs	1,115,822	1,137,665	1,192,741	1,306,864	1,341,960	*307,847*	**1,698,065**	*356,105*	*26.5%*	*391,201*	*30%*
76110	Sal & Ben - Benefits - Planners & RPMs	280,969	274,592	292,343	329,987	344,708	*78,060*	**-**	*(344,708)*	*-100.0%*	*(329,987)*	*-100%*
77100	Sal & Ben - Salaries - Planning Support Staff	353,243	366,740	351,127	390,031	394,741	*102,916*	**617,904**	*223,163*	*56.5%*	*227,873*	*58%*
77110	Sal & Ben - Benefits - Planning Support Staff	89,289	88,450	86,195	97,666	99,898	*26,062*	**-**	*(99,898)*	*-100.0%*	*(97,666)*	*-100%*
78100	Sal & Ben - Salaries - Bylaw	214,971	189,439	216,064	200,787	217,565	*31,959*	**358,746**	*141,181*	*64.9%*	*157,959*	*79%*
78110	Sal & Ben - Benefits - Bylaw	54,417	45,636	53,134	50,270	54,160	*8,091*	**-**	*(54,160)*	*-100.0%*	*(50,270)*	*-100%*
79000	Stationery & Supplies	50,779	52,256	52,546	47,775	33,000	*6,160*	**34,200**	*1,200*	*3.6%*	*(13,575)*	*-28%*
79500	Subscriptions	6,405	5,122	6,630	6,627	6,500	*412*	**6,500**	-	*0.0%*	*(127)*	*-2%*
80100	Telephone	36,069	18,534	16,945	18,127	14,000	*2,839*	**11,500**	*(2,500)*	*-17.9%*	*(6,627)*	*-37%*
80300	Mobile Devices	21,741	23,928	25,072	23,511	23,400	*6,236*	**24,100**	*700*	*3.0%*	*589*	*3%*
81100	Training - Organization-wide	8,837	2,297	3,524	2,886	4,421	-	**3,000**	*(1,421)*	*-32.1%*	*114*	*4%*
81200	Training - staff recognition & meetings	13,472	19,566	16,837	17,529	8,753	*651*	**8,000**	*(753)*	*-8.6%*	*(9,529)*	*-54%*
81300	Training & Conferences	47,000	51,909	41,180	41,723	41,126	*2,831*	**34,550**	*(6,576)*	*-16.0%*	*(7,173)*	*-17%*
81305	Travel for Training	38,329	37,394	28,590	32,010	26,312	-	**18,385**	*(7,927)*	*-30.1%*	*(13,625)*	*-43%*
82300	Travel	82,370	108,337	74,427	84,624	61,346	*663*	**59,072**	*(2,274)*	*-3.7%*	*(25,552)*	*-30%*
84100	Trustee Remuneration	373,293	383,213	387,062	415,456	518,753	*131,438*	**523,730**	*4,977*	*1.0%*	*108,274*	*26%*
84110	Trustee Remuneration - CPP Expense	16,107	16,049	15,937	16,345	21,667	*4,572*	**23,810**	*2,143*	*9.9%*	*7,465*	*46%*
84120	Trustee Remuneration - Health/Dental benefits	40,416	42,753	43,243	43,014	43,558	*8,435*	**37,598**	*(5,960)*	*-13.7%*	*(5,416)*	*-13%*
84130	Trustee Remuneration - MSP Benefits	31,846	29,627	18,122	13,200	-	-	**-**	-	*0.0%*	*(13,200)*	*-100%*

0

		2016/17	**2017/18**	**2018/19**	**2019/20**	**2020/21**		**2021/22**	*Budget-Budget Comparisons*		*Budget-Actual Comparisons*	
		ACTUALS	**ACTUALS**	**ACTUALS**	**ACTUALS**	**BUDGET** (covid amended)	Q1 Actuals	**Draft BUDGET**	*BUDGET 2021/22 vs 2020/21 $ Change*	*BUDGET 2021/22 vs 2020/21 % Change*	*Budget 2021/22 vs. Actuals 2019/20 $ Change*	*Budget 2021/22 vs. Actuals 2019/20 % Change*
84140	Trustee Remuneration - Pay in Lieu of benefits	4,000	4,000	3,500	1,333	1,000	*250*	**1,000**	-	*0.0%*	*(333)*	*-25%*
84150	Trustee Remuneration - Employer Health Tax			2,268	9,715	10,135	*2,587*	**10,232**	*97*	*1.0%*	*517*	*5%*
84500	Trustee Remuneration - Executive on LTCs	69,565	72,045	73,558	75,281	-		**-**	-	*0.0%*	*(75,281)*	*-100%*
	Operating Budget Subtotal	**6,319,953**	**6,848,759**	**6,959,130**	7,342,368	**7,629,561**	***1,739,810***	**8,155,119**	*525,558*	*6.9%*	*812,751*	*11%*
CAPITAL												
55100	Computer H/W & S/W	39,809	34,964	98,021	61,750	90,600	*28,346*	**29,200**	*(61,400)*	*-67.8%*		
69100	Office - Equipment & Furniture	14,561	7,730	1,835	3,844	8,000	*5,171*	**8,000**	-	*0.0%*		
69500	Office - Renovations	6,794	3,553	11,101	-	-	-	**-**	-	*0.0%*		
73001-825-8024	Prior Year Project - Electronic Meetings						-		-	*0.0%*		
	Capital Subtotal	**61,164**	**46,247**	**110,957**	65,856	**98,600**	***33,517***	37,200	*(61,400)*	*-62.3%*		
PROJECTS	LTA Projects:											
73001	LTC Projects	58,002	58,406	57,713	33,023	71,500	*567*	**143,000**	*71,500*	*100.0%*	*109,977*	*333%*
	LTC Projects Funded by Grants (590)			-	2,757	12,000	*450*	**8,000**	*(4,000)*	*-33.3%*	*5,243*	*190%*
	LTA Work Funded by Special requisition (SWIPPA)	105,894	91,524	96,571	45,256	75,500	*15,980*	**85,000**	*9,500*	*12.6%*	*39,744*	*88%*
73001-A	Strategic Plan Projects											
	Create a model DPA for LTC-BIM OCP bylaws to protect CDF zones throughout the Trust Area (Strat Plan item #2)							**5,000**	*5,000*		*5,000*	
	Continue to map the extent of eelgrass and kelp beds throughout the Trust Area (Strat Plan Item #5)							**50,000**	*50,000*		*50,000*	
	Finish mapping and develop water budgets for groundwater aquifers in the Trust Area (Strat Plan Item 8)							**50,000**	*50,000*		*50,000*	
xbim	Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (Stra							**5,000**	*5,000*		*5,000*	
xbim	Implement actions outlined in TC Strategic Actions and Devleop model density bonus bylaws for LTC considation (Strat Plan item #16)							**10,000**	*10,000*		*10,000*	
	Develop set of climate change, demographic + environmental data along with performance criteria (strat plan item #12)							**25,000**	*25,000*		*25,000*	
xbim	Broadcast public meetings (Strat Plan item #13)							**19,000**	*19,000*		*19,000*	
	Develop and implement a stewardship education program (strat plan item # 21)							**15,000**	*15,000*		*15,000*	
	Implementation of the Trust Reconciliation Action Plan (strat plan item #18, 19)							**17,000**	*17,000*		*17,000*	
	Amend the Policy Statement project (strat plan item # 10,16,22,23)							**10,000**	*10,000*		*10,000*	
	Develop heritage overlay mapping							**30,000**	*30,000*		*30,000*	
	Secretariat Function (Strat Plan item # X) ~pending Committee resolution							**12,000**	*12,000*		*12,000*	
*	Prior Year project carryover - will be added as identifed							**-**	-		-	
*	Prior Year project carryover - will be added as identifed							**-**	-		-	
	Prior year projects	43,523	86,930	113,604	183,357	296,650	*44,296*	-	*(296,650)*		*(183,357)*	
73001-B	Operational Projects							**-**	-		-	
	Salish Sea Conference							**-**	-		-	
	Electronic Data Management (EDM)					5,500	*2,915*	-	*(5,500)*		-	
*	Prior Year project carryover - Photo Management					5,500	*912*	-	*(5,500)*		-	
	Photo Management							**-**	-		-	
	Prior Year Project - Electronic Meetings							-	-		-	
	Projects Total	**207,419**	**236,859**	**267,888**	**264,394**	**466,650**	***65,120***	**484,000**	*17,350*	*3.7%*	*219,606*	*83%*
	Contribution to Surplus											
	Total Expenditures	**6,588,536**	**7,131,865**	**7,337,974**	**7,672,618**	**8,194,811**	***1,838,447***	**8,676,319**	481,508	*5.9%*		
	Net Surplus (Shortfall)	400,768	(71,064)	23,719	11,654	(140,000)		(218,000)				
	Add non-cash Item - amortization					140,000		218,000				
	Surplus (deficit)	**400,768**	**(71,064)**	**23,719**	**11,654**	**(0)**		**0**				

ISLANDS TRUST
Draft Budget 2021/22 D1V1
LTS PROJECTS BUDGET
Purpose - to estimate the level of funding required for LTC projects in the fiscal year.

ITEM	LTA	AMOUNT	TOTAL
Specific Projects:			
DPA review	SP	5,000	
Protection of the CDF Ecosystem - PHASE 2	SSI	5,000	
Ganges Village Planning (initation phase)	SSI	80,000	**90,000**
Amount per LTC:			
Placeholder	DE	3,000	
Placeholder	GAL	3,000	
Placeholder	GB	3,000	
Placeholder	GM	3,000	
Placeholder	HO	3,000	
Placeholder	LA	3,000	
Placeholder	MA	3,000	
Placeholder	NP	3,000	
Placeholder	SP	3,000	
Placeholder	SSI	3,000	
Placeholder	TH	3,000	
Placeholder	BW	3,000	**36,000**
RPC OCP REVIEW SUPPORT			**17,000**
Total LTC Projects budget			**143,000**

Islands Trust
Budget Requests Summary
Fiscal Year: 2021/22
Version: Draft 1, Version 1

CATEGORY		DESCRIPTION			AMOUNT
STRATEGIC PLAN		Create a model DPA for LTC-BIM OCP bylaws to protect CDF zones throughout the Trust Area (Strat Plan item #2)		$	5,000
	*	Continue to map the extent of eelgrass and kelp beds throughout the Trust Area (Strat Plan Item #5)		$	50,000
	*	Finish mapping and develop water budgets for groundwater aquifers in the Trust Area (Strat Plan Item 8)		$	50,000
		Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (Strat Plan Item #9)		$	5,000
		Implement actions outlined in TC Strategic Actions and Devleop model density bonus bylaws for LTC considation (Strat Plan item #16)		$	10,000
	*	Develop set of climate change, demographic + environmental data along with performance criteria (strat plan item #12)		$	25,000
		Broadcast public meetings (Strat Plan item #13)		$	19,000
	*	Develop and implement a stewardship education program (strat plan item # 21)		$	15,000
		Implementation of the Trust Reconciliation Action Plan (strat plan item #18, 19)		$	17,000
	*	Amend the Policy Statement project (strat plan item # 10,16,22,23)		$	10,000
		Develop heritage overlay mapping		$	30,000
		Secretariat Function (Strat Plan item # 21) *~pending Committee resolution*		$	12,000
	*	Prior Year project carryover - will be added as identifed			
	*	Prior Year project carryover - will be added as identifed			
		Total Strategic Plan Projects			**248,000**
STAFFING (Temporary)		ITC Co-op Student			
		Salary	*12,723*		
		Benefits	*3,232*		
		Pacific Leaders Tuition Grant	1,254		**17,208**
		Total New Staff (T) Costs			**17,208**
STAFFING (Permanent)		Planner 2 (GAB Office)			
		Remove Planner 1 position (includes estimated OT)	*(62,226)*		
		Add Planner 2 position (includes estimated OT)	*72,720*		
		Benefits cost impact	2,665		**13,159**
		Island Planner (GAB Office)			
		Remove Planner 2 position (includes estimated OT)	*(69,577)*		
		Add Island Planner position (includes estimated OT)	*82,155*		
		Benefits cost impact	3,195		**15,773**
		Bylaw Enforcement Officer			
		Salary (includes estimated OT)	*67,247*		
		Benefits	*16,146*		
		Travel	*4,286*		
		Mobile Phone	*617*		
		Computer - Laptop	*2,500*		
		Training	*783*		**91,579**
		Total New Staff (P) Costs			**120,511**

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Regional Planning Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor, Director, Local Planning Services **Business Area:** Regional Planning Committee **Name of Request:** Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area $5,000	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ X **Other – please describe:** _Strategic Plan Program
Date of Funding Request: October 8, 2020	**Funding Required for (date range):** Fiscal 2021/22

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area. Staff is recommending that this work be undertaken in FY20/21.

Regional Planning Committee passed the following resolution on Oct 8, 2020:

That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 2 - to create a model *development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area.*

PROJECTED RESULTS/DELIVERABLES:

Model bylaws to protect CDF and related ecosystems throughout the Trust Area.

RISK ASSESSMENT:

On Trust council's Strategic Plan for Fiscal Year 2021/22. The Local Planning Committee (now Regional Planning Committee) has passed the following resolution on August 4, 2020:

That Local Planning Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget $5,000 for Strategic Plan Item No. 2 - to create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area

The risk that work will not be undertaken is low.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house using dedicated planning staff. This would require allocation of planner time to this project, and a budget of $5,000 to cover legal review.

Option 2: Hire a consultant to undertake the review, and/or development of the model bylaws. Some staff time required to manage the consultant. Budget would need to cover the cost of the consultant estimated at $8,000, plus legal review of $2,000.

Option 3: A hybrid of 1 and 2, with some work being undertaken by planning staff, with support from a consultant. This would require $3,000 for consulting and $2,000 for legal review.

CRITICAL SUCCESS FACTORS:

Completion of model bylaws by the end of FY21/22.

RECOMMENDED OPTION:

Option 3 is recommended to use staff knowledge and consultant resources to undertake the work in as cost effectively as possible.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

$3,000 for consulting
$2,000 for legal
$5,000 total request

As this is a program project, there will be no cost saving by undertaking this. Some staff saving is anticipated over each local trust committee undertaking this work independently, provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Product will be added to the Standard OCP/LUB bylaw (model bylaws) that will form the basis of any updates or reviews of local trust committee bylaws.

Qualitative Analysis:

This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further protection options for the CDF and associated ecosystems.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

David Marlor, Director, Local Planning Services	October. 8, 2020
Initiator Name and Title	Date
Regional Planning Committee	October 8, 2020
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**__ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES __ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.

- If not approved-in-concept by management:
    - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Islands Trust

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Regional Planning Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor, Director, Local Planning Services	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** _Strategic Plan Program
Business Area: Regional Planning Committee	
Name of Request: Continue mapping extent of eelgrass in the Islands Trust Area $50,000	
Date of Funding Request: October 8, 2020	**Funding Required for (date range):** Fiscal 2021/22

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Map the extent of eelgrass and kelp beds throughout the Trust Area. This work was funded to begin in 2020/21 with a matching grant through SeaChange. The matching grant did not come through. Staff is recommending that this work be undertaken in FY21/22

Regional Planning Committee passed the following resolution on October 8, 2020:

> *That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 5 - to continue to map the extent of eelgrass and kelp beds throughout the Trust Area*

PROJECTED RESULTS/DELIVERABLES: Mapped extent of area of eelgrass in the Islands Trust Area
RISK ASSESSMENT: On Trust Council's Strategic Plan for Fiscal Year 2021/22. Local Planning Committee (now named Regional Planning Committee) has passed the following resolution on August 4, 2020: *That Local Planning Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget $50,000 for Strategic Plan Item No. 5 - to continue to map the extent of eelgrass and kelp beds throughout the Trust Area.* The risk that work will not be undertaken is low.
ALTERNATIVES CONSIDERED: Alternatives include undertaking the work using a contractor and no matching grant. Result will be less work undertaken and a longer time period and cost to the organization to complete the work.
CRITICAL SUCCESS FACTORS: Completion of mapping of some local trust areas by end of FY21/22.
RECOMMENDED OPTION: Undertaking work in conjunction with a partner with a grant would provide the best results; if that is not available then engaging a qualified consultant to undertake the work with the funds available.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> $50,000 for consulting Product will be useful to Islands Trust Conservancy and local planning for consideration in foreshore and marine zoning issues. Product would be added as a layer on Islands Trust mapping, and can be used for proactive land use planning processes. <u>Qualitative Analysis:</u> This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further information to inform protection options for marine areas.

PURCHASING PROCEDURE: As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: As determined by the Regional Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services	October. 8, 2020
Initiator Name and Title	Date
Local Planning Committee	October 8, 2020
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	__ **YES** ___ **NO**
Business Case reviewed by management team or CAO?	___ **YES** __ **NO**

Next steps:

- If approved-in-concept by management:
    - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
    - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Islands Trust

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor Director, Local Planning Services **Business Area:** Regional Planning Committee **Name of Request:** Continue mapping of groundwater aquifers in the Islands Trust Area. $50,000	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** _Strategic Plan Program
Date of Funding Request: October 8, 2020	**Funding Required for (date range):** Fiscal 2021/22

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Map and develop water budgets for groundwater aquifers in the Trust Area (Strategic Plan Item 8).

Regional Planning Committee passed the following resolution on October 8, 2020:

> *That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 8 - to finish mapping and develop water budgets for groundwater aquifers in the Trust Area*

PROJECTED RESULTS/DELIVERABLES: At end of multi-year project, mapping of all groundwater aquifer recharge areas in the Islands Trust.
RISK ASSESSMENT: On Trust council's Strategic Plan for Fiscal Year 2021/22. Local Planning Committee (now the Regional Planning Committee) has passed the following resolution on August 4, 2020: *That Local Planning Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget $50,000 for Strategic Plan Item No. 8 - to finish mapping and develop water budgets for groundwater aquifers in the Trust Area.* The risk that work will not be undertaken is low. Work already completed for the southern islands and underway for some northern islands. This work is expected to largely complete the project.
ALTERNATIVES CONSIDERED: Option 1: Hire consultants/contractors to undertake the work using methodology undertaken for previous mapping projects. Option2: Not undertake the work. As specialised work, this work cannot be completed using existing staff resources.
CRITICAL SUCCESS FACTORS: Completion of mapping for entire Trust Area by end of term (November 2022).
RECOMMENDED OPTION: Option 1 is recommended to use staff knowledge and consultant resources to undertake the work in as cost effectively as possible.
COST/BENEFIT ANALYSIS: Quantitative Analysis: $40,000 for consultant $10,000 for peer review and incidental As this is a program project, there will be no cost saving by undertaking this. Some saving is anticipated as each local trust committee undertaking this work independently as a single contract is easier to manage and resource rather than multiple contracts. Product will be an added data layer for consideration during policy and regulatory planning work. It will also inform the province in water allocation budget updates for the islands. Qualitative Analysis:

This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further protection options for groundwater.
PURCHASING PROCEDURE: As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: As determined by the Regional Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services

	September. 24, 2020
Initiator Name and Title	Date
Regional Planning Committee	October 8, 2020
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	**__ YES ___ NO**
Business Case reviewed by management team or CAO?	**___ YES __ NO**

Next steps:

- If approved-in-concept by management:
  - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
  - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor, Director, Local Planning Services	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** _Strategic Plan Program
Business Area: Regional Planning Committee	
Name of Request: Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling. $5,000	
Date of Funding Request: October 8, 2020	**Funding Required for (date range):** Fiscal 2021/22

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.
(Strategic Plan Item 9).

Regional Planning Committee passed the following resolution on October 8, 2020:

> *That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 9 - to develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling*

PROJECTED RESULTS/DELIVERABLES:

Use groundwater aquifer mapping to develop model bylaws to promote freshwater sustainability.

RISK ASSESSMENT:

On Trust council's Strategic Plan for Fiscal Year 2021/22. Local Planning Committee (now Regional Planning Committee) has passed the following resolution on August 4, 2020:

> *that Local Planning Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget $5,000 for Strategic Plan Item No. 9 - to develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.*

Risk work will not be undertaken is low. Groundwater mapping is completed for the southern islands and expected to be completed for several northern islands my March 31, 2021, with remaining islands to be completed in 2021/22.

ALTERNATIVES CONSIDERED:

Option 1: Hire a consultant to undertake development of model bylaws. Cost would be about $10,000. This option would require knowledge of the groundwater mapping project, and close liaison with the Senior Freshwater Specialist.

Option2: Undertake the work using planning staff resources allocated to the Regional Planning Committee in cooperation with the Senior Freshwater Specialist. Some outside assistance (contractual) work may be required. This option is estimated to cost $5,000.

CRITICAL SUCCESS FACTORS:

Completion of model bylaws for inclusion in the model standardised official community plan and land use bylaw so they are considered in any future review of OCPs and LUBs, and to be circulated to local trust committees and Bowen Island Municipality for consideration.

RECOMMENDED OPTION:

Option 2 is recommended to use staff knowledge and consultant resources to undertake the work in as cost effectively as possible.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

$4,000 for consultant
$1,000 for legal review

As this is a program project, there will be no cost saving by undertaking this. Some saving is anticipated over each local trust committee undertaking this work independently as a single contract is easier to manage and resource over multiple contracts.

Product will be included in the model standardised official community plan and land use bylaw so they are considered in any future review of OCPs and LUBs, and to be circulated to local trust committees and Bowen Island Municipality for consideration.

Qualitative Analysis:

This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further protection options for freshwater.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services	September 24, 2020
Initiator Name and Title	Date
Regional Planning Committee	October 8, 2020
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	__ **YES** ___ **NO**
Business Case reviewed by management team or CAO?	___ **YES** __ **NO**

Next steps:

- If approved-in-concept by management:
    - 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 a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
    - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:
David Marlor,
Director, Local Planning Services

Business Area:
Regional Planning Committee

Name of Request:

Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council:

- Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.

$10,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ___________________

☐ **Other – please describe:** _Strategic Plan Program

Date of Funding Request: October 12, 2020

Funding Required for (date range): Fiscal 2021/22

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. Staff is recommending that this continue in FY21/22 by undertaking work developing model density bonus bylaws for consideration of implementation in local trust area land use bylaws.

The Regional Planning Committee passed the following resolution on October 8, 2020:

> *That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 16 - to implement the*

high priority action outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council: Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY21/22 is to cover costs associated with development of model policy and regulations. $5,000 is reserved for legal review of the draft. $5,000 is reserved for consultant/research assistance to planning staff undertaking this work. This work on density bonusing would be focused on how this tool could be used to improve housing affordability in the Islands Trust Area.

RISK ASSESSMENT:

Risk that local trust committees may not adopt bylaws based on the model bylaws.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house using dedicated planning staff. This would require allocation of planner time to this project, and a budget of $5,000 for legal review, and $5,000 for consultant/research assistance. This work would involve review of existing bylaws, practices used in other areas, and recommendations on approaches to use floor area ratio for housing. This is to further affordable housing on the islands. A model bylaw would be presented to the Regional Planning Committee.

Option 2: Hire a consultant to undertake the work. Given the potential scope, $10,000 should be allocated for a contract, and $5,000 reserved for legal review.

CRITICAL SUCCESS FACTORS:

Model bylaws with recommended policy and regulations by end of FY21/22.

RECOMMENDED OPTION:

Option 1 is recommended to tap into external expertise and obtain advice in this area.

COST/BENEFIT ANALYSIS:

<u>Quantitative Analysis:</u>

$5,000 for legal review
$5,000 for consultant/research assistance
$10,000 total request.

As this is a program project, there will be no cost saving by undertaking this. Work on developing model bylaws can be more efficient than each local trust committee undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis:

This will further the Strategic Plan of Trust Council by providing model bylaws for LTCs to consider in regards to density bonuses.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services	September 24, 2020
Initiator Name and Title	Date
Regional Planning Committee	October 8, 2020
Reviewed by: Name and Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** ☐ **YES** ☐ **NO**

Next steps:

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

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR	
Initiated by: Clare Frater, Director, Trust Area Services	**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 Area Services	
Name of Request: Develop climate change, demographic, and environmental data sets and climate change performance criteria. $25,000	
Date of Funding Request: October 5, 2020	**Funding Required for (date range):** Fiscal 2021/22

ISSUE/OPPORTUNITY:

Strategic Plan Item 12 is:

a) a set of climate change, demographic and environmental data; and
b) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts.

The Climate Change Indicators Project is being delivered in phases. In Phase I (2020/21), Trust Programs Committee contracted Pinna Sustainability to provide a report outlining a shortlist of potential climate change indicators suitable for the Islands Trust Area. In the briefing about the report, staff noted: *Although it was out of the scope of this project to estimate a budget for data collection, there was general consensus among staff and trustees that there would be little value in Islands Trust investing large sums of money in broad-based data collection for the Trust Area as many relevant climate change indicators are more squarely under the purview of other levels of government. Rather, it is recommended that the purpose and scope of the Climate Change Indicators Project be refined and narrowed to focus on tangible, easily measurable indicators related directly to* *the mandate and climate action priorities of Islands Trust and Islands Trust Conservancy. Where more broad-based climate change data sets are desired to inform the Trust's long-term decision-making and climate action planning, it was recommended that the Trust advocate to other levels of government (i.e. regional districts, provincial and federal governments) and collaborate with partner agencies to access those data sets.*

Further, staff has received correspondence from My Sea to Sky Society and a group of partner agencies including Climate Caucus, BCIT, UVic, and the Climate Action Secretariat, indicating that they plan to apply for a multi-million dollar grant to develop a Climate Action Report Card tool that will build capacity for local governments to track and report greenhouse gas emissions every year. They have invited Islands Trust to participate as a pilot project and are keen to work with the Trust to develop meaningful indicators for small rural island communities in the Trust Area.

The $25,000 amount in the resolution is the amount earmarked in the Gross Budget and Implementation pages of the Trust Council 2018-2022 Strategic Plan.

PROJECTED RESULTS/DELIVERABLES:

Phase Two of this project (2021/22 and future years) will involve fostering partnerships with First Nations, as well as other levels of government and academic/civil society organizations, in the development of climate change related data sets and ongoing monitoring and reporting. This may involve hiring a third-party contractor or student to coordinate data collection and liaise with partner agencies.

> **TPC-2020-042**
> **It was MOVED and SECONDED,**
> that Trust Programs Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget $25,000 for Strategic Plan Item No. 12 - Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts.

RISK ASSESSMENT:

A risk for this project is that staff cannot retain an appropriately qualified contractor or cannot develop the desired partnerships. A further risk is that the desired data sets may be too impractical or expensive to collect.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY22/23. This option would delay completion of development of data sets and performance criteria in the Trust Area by one year.

CRITICAL SUCCESS FACTORS:

The project will require advice and support from Islands Trust Geographic Information Systems staff and Administrative Services staff, and for climate-related data, willing partners with the capacity to develop the desired climate related data sets.

RECOMMENDED OPTION: That $25,000 be budgeted for Strategic Plan Item No. 12 - Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> $25,000 to contribute to a larger partnership. <u>Qualitative Analysis:</u> High quality data sets can support informed and ecosystem-based decisions about the Islands Trust Area and the effectiveness of its climate change mitigation and adaptation efforts.
PURCHASING PROCEDURE: Contractor will be hired in accordance with Policy 6.5.3 on Procurement.
PROPOSED IMPLEMENTATION STRATEGY: Staff will work with Trust Programs Committee to develop a project charter and communications plan. Staff with then hire a contractor to work with staff, partner agencies and Trust Programs Committee to coordinate the collection and dissemination of relevant data.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: The project will involve collaborating with other agencies, including the Province of BC, to determine what data sharing is available.

Clare Frater / Director, trust Area Services	October 5, 2020
Initiator Name and Title	**Date**
Reviewed by: Name and Title	**Date**

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR	
Initiated by: Mark van Bakel, Information Services Coordinator	**Budget Source** (select all that apply): ☐ **Specific Project Funding** ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ■ **Computer Hardware/Software** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ☐ **Other – please describe:** ______________________
Business Area: Administrative Services - Information Services	
Name of Request: Broadcasting of Public Meetings $18,672	
Date initiated: September 24, 2020	**Funding Required for (date range):** Fiscal 2021/22

BACKGROUND:

Islands Trust strategic plan includes the following strategy: #13 Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council.

Trust Council approved an amount of $7,100 to trial meeting broadcasting with a subset of Local Trust Committees (LTCs) in the year, prior to determining if this was a desired undertaking for all public meetings at the Trust.

Prior to commending the trial, COVID-19 forced the Trust to revise how public meetings are conducted to comply with health and safety regulations. This reimagining of meeting delivery resulted in all Islands Trust public meetings, including LTC, ITC, Council Committee, and Trust Council meetings being conducted under a fully digital model using the Zoom Webinar and Meeting platforms. In addition to providing a safe and cost effective alternative to physical meetings, Zoom also facilitates live streaming for members of the public using a contracted private streaming service, in full compliance with the *Freedom of Information and Protection of Privacy Act (*FOIPPA). In effect, the 2020/21 budgeted trial planned for a portion of LTCs was been expanded to all Committees by necessity as a result of the pandemic. However, as health restrictions ease and the ability to return to physical meetings arises, a decision will need to be made as to how this streaming initiative will continue, if at all. This decision will have varying budget implications.

PROBLEM STATEMENT/OBJECTIVES:

Under the current fully digital mode of conducting meetings, the public has three ways to view/engage in Islands Trust meetings:

1. Via Zoom as a meeting attendee in the session
   This option allows the public to participate in a meeting (ie: speak at a town hall session) as directed by the meeting Chair and enabled by the meeting host.
2. By watching the Live Stream online as the meeting happens
   This option simply allows members of the public to view the meeting as it unfolds but does not provide participation opportunities. Meeting viewing is provided by way of a web link.
3. By watching the recorded meeting posted online subsequent to the meeting time (called Video on Demand (VOD)).
   This option is similar to option 2 in that it allows for meeting viewing only, but no participation. This option provides the ability to watch the meeting at a later date.

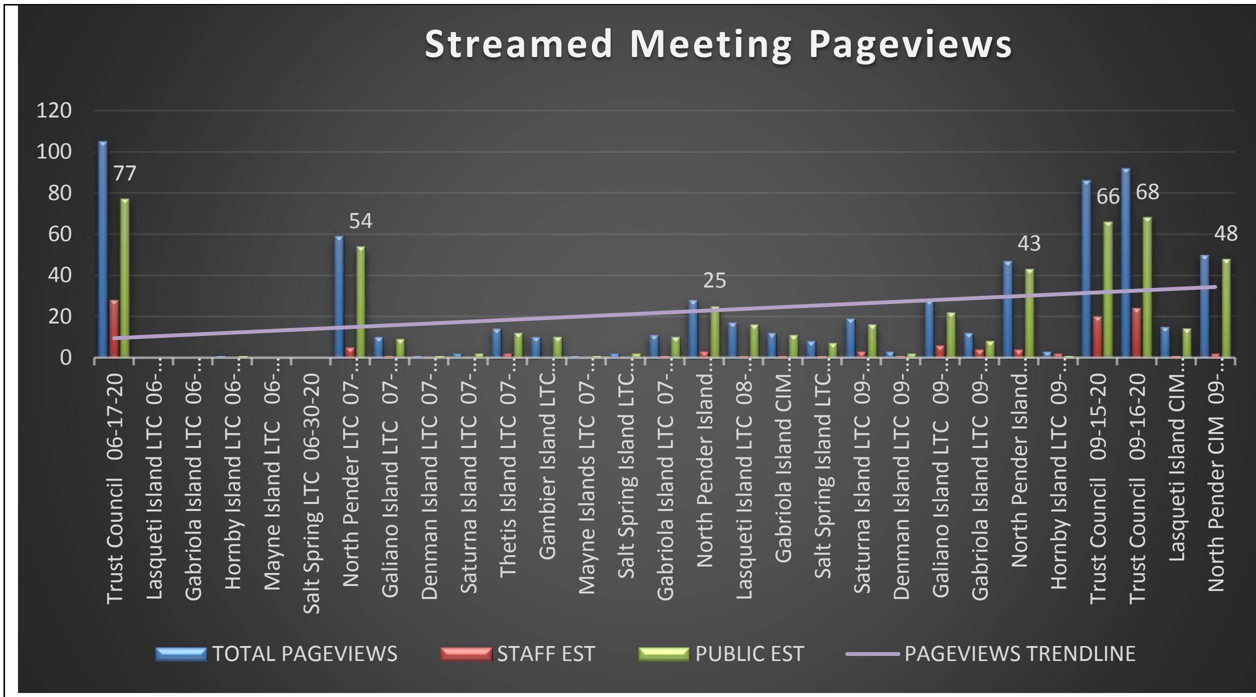
In the coming fiscal year, the manner in which meetings are conducted will depend in part on the evolving external COVID-19 protocols. However, as life returns to a more usual standard, decisions will need to be made internally as to how public meetings should continue. Currently identified options include: the COVID-19 status quo, relying entirely on digital participation; a hybrid approach integrating both digital attendees with physical public venues; and a return to purely physical meetings. The technology implications of each of the identified options and the associated cost estimates are provided in this report.

PROJECTED RESULTS/DELIVERABLES:
Broadcasting of public meetings in line with strategic plan item 13 which allows for increased engagement with Islands Trust.

ALTERNATIVES CONSIDERED:

<u>OPTION 1: CONTINUE WITH FULLY DIGITAL PUBLIC MEETINGS</u>
Digital meetings have provided a new way for members of the public to engage with and learn about Islands Trust. Analytics tracking of meeting views since June 17, 2020, provides preliminary information regarding meeting viewership online (see Chart below). Since analytics tracking began, there have been a total of 74 Zoom webinars/meetings which have yielded the following:

- A total of 2025 Zoom participants (i.e. panelists + attendees). We are currently unable to effectively extract the number of attendees (i.e. public) but are working to remedy this;
- An estimated 526 live stream views, with Trust Council and North Pender LTC meetings attracting the greatest public streaming volumes.



Islands Trust's private streaming service provider live streams Zoom content and provides unlimited data storage at a cost of $700/month. In addition, in order to facilitate full public participation in Islands Trust meetings, two additional webinar licenses have been procured at an annual cost of $1,272 annually. The following table describes the estimated cost of maintaining fully digital meetings in fiscal 2020/21.

ITEM	Units Required	Cost per Unit	Total Cost
Private Streaming Service & Storage	1	$8,400	$8,400
Zoom Webinar License	2	$636	$1,272
TOTAL			**$9,672**

This option provides significant savings in the area of staff and trustee travel costs (including meal and accommodation); reduces travel time for staff which results in less OT expense and an increase in time for other work; reduces meeting hall rental costs; reduces Islands Trust's operational carbon footprint; and creates time and expense savings for public attendees while increasing the public's ability to engage in Islands Trust work.

OPTIONS 2: A HYBRID MODEL - DIGITAL + PHYSICAL ATTENDEES

When public meeting venues are once again permitted under health regulations, a decision to incorporate this manner of meeting back into Islands Trust operations may be made. An option to integrate public meeting venues into a hybrid in-person and digital model is possible, but accommodating two modes of delivery into one model creates twice as much effort and similarly the same increase in technology costs. In this option, the Zoom platform would continue to be used for participants who wish to remain remote, and in-person attendees would be integrated into the Zoom meeting with additional on-site video and audio hardware to capture the physical attendees as a single Zoom participant with a single camera view/audio track. The following table describes the estimated cost of integrating public venue attendees into the digital Zoom and live streaming approach.

ITEM	Units Required	Cost per Unit	Total Cost
Audio/Visual Capture Device	4	$1,000	$4,000
Control Unit (TC meetings only)*	1	$5,000	$5,000
Private Streaming Service & Storage	1	$8,400	$8,400
Zoom Webinar License	2	$636	$1,272
TOTAL			**$18,672**

** The number of attendees and speaker configuration associated with Trust Council requires multiple cameras, requiring a production control unit for camera management.*

Above estimates include only technology costs and do not contemplate the possibility that additional staff support or time may be required to set up the hardware at the physical meeting location or support for this function.

OPTION 3: PHYSICAL ATTENDEES ONLY

If physical meeting venues once again become the preference and standard for all public meetings, the option to revert to the 2019 streaming recommendations (See Item 12.8 Streaming Committee Meetings: Information Technology Considerations Briefing of the September 18, 2019 Trust Council meeting) and employ on-site audio, video and encoding hardware to live stream meeting proceedings is available.

The following table outlines the costs of physical meeting configurations, along with the option to stream the proceedings, while eliminating the option for remote participation. Zoom would no longer be employed as the standard platform. Meeting content would be recorded via audio/visual capture devices, encoded locally at the meeting, and broadcasted via the existing streaming service. Note that the 2019 recommendations have been adjusted to reflect the significant savings in network storage requirements in light of the existing private streaming service contract which includes data storage. Since Zoom webinars would no longer be the standard platform for meetings, the cost for two additional licenses would no longer be required which has been accounted for in the estimated figures.

ITEM	Units Required	Cost per Unit	Total Cost
Audio/Visual Capture Device	4	$1,000	$4,000
Control Unit (TC meetings only)	1	$5,000	$5,000
Private Streaming Service & Storage	1	$8,400	$8,400
Zoom Webinar License	-2	-$636	-$1,272
Encoder	3	$5000	$15,000
Post-Processing Software	1	$500	$500
TOTAL			**$31,628**

Above estimates include only technology costs and do not contemplate the possibility that additional staff support or time may be required to set up the hardware at the physical meeting location or support for this function.

CRITICAL SUCCESS FACTORS:

Appropriate technology for desired manner of meeting conduction; appropriately trained staff to administer technology; and, appropriately informed public to make the undertaking worthwhile.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Continued communications and notices currently underway for public meetings, including notice of physical and digital attendance options with links to livestreams on the website. News releases would be circulated as deemed necessary by the Communications team.

BENEFIT/COST ANALYSIS SUMMARY:
Option 1 – Lowest cost option; staff and trustees hold knowledge and skill in this meeting delivery model given current use; no additional purchases of hardware which would require refresh periodically; provides a significant increase in the ability of the public to engage and participate in, or view, Islands Trust meetings; significantly reduces travel costs and staff time savings as outlined above.
Option 2 – Mid-level cost option; benefits mirror those outlined in Option 1, with the added benefit of physical attendance for members of the public who may have limited access to reliable internet for digital attendance as well as providing compliance with current, non-pandemic legislated meeting requirements to have physical locations for public meetings.
Option 3 – Highest cost option; no staff time or travel cost savings; increased training for staff on new hardware; increased staff time to process meeting recordings post-meeting; no digital attendance options for the public which restricts access to engagement opportunities.

RECOMMENDED DECISION:
If meeting streaming remains an objective of Islands Trust after the current year ‘trial’, and health restrictions lift to allow for physical meetings, staff recommend Option 2 – A Hybrid Model, digital and physical attendees.

Staff will include amounts for meeting streaming under Option 2 in the fiscal 2020/21 budget unless directed otherwise.

PURCHASING PROCEDURE:
Software is already in use with no additional purchases required. Zoom software renewals would take place in the new fiscal year as required.
Hardware purchases will be made via minimum of three quotes from known vendors or via an ITQ process.

Mark van Bakel, Information Services Coordinator	September 24, 2020
Initiator Name and Title	**Date**
Julia Mobbs, Director, Administrative Services Russ Hotsenpiller, Chief Administrative Officer	September 24, 2020 September 25, 2020
Reviewed by: Name and Title	**Date**

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:
Clare Frater,
Director, Trust Area Services

Business Area:
Trust Area Services

Name of Request:
Stewardship Education Program

$15,000

Budget Source (select all that apply):

- [x] **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: ___________________
- [x] **Other – please describe:** Legal Services

Date of Funding Request: October 5, 2020

Funding Required for (date range): Fiscal 2021/22

ISSUE/OPPORTUNITY:

Strategic Plan Item 21 is to develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area. There are many opportunities to deliver stewardship education programming in the Trust Area. Trust Programs Committee will develop a project charter(s) to guide the specifics of the stewardship education program after being presented with a range of options by staff.

On August 13, 2020, the Trust Programs Committee passed the following resolution:

> **TPC-2020-043**
> **It was MOVED and SECONDED,**
> that Trust Programs Committee request the Financial Planning Committee include in the Fiscal Year 2021/22 Budget $15,000 for Strategic Plan Item No. 21 - Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.

The $15,000 amount in the resolution is the amount earmarked in the Gross Budget and Implementation pages of the Trust Council 2018-2022 Strategic Plan.

PROJECTED RESULTS/DELIVERABLES:
Provide educational programming and materials on topics to be determined by Trust Program Committee (TPC).

Trust Programs Committee has discussed that potential programming could include presentations/outreach to new land purchasers and professional practitioners such as realtors, dock installers, surveyors, builders, heavy equipment operators, and/or other delivery methods/audiences.

RISK ASSESSMENT:

This project would require that sufficient staff time be available to deliver the initiative.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY22/23.

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 $15,000 be budgeted for the Stewardship Education Project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $15,000 for the Stewardship Education Project

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 change, 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:

The implementation of this project will be determined by Trust Programs Committee via a project charter to be approved in Spring 2021. Work would be completed by March 31, 2022.

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 / Director, Trust Area Services	October 5, 2020
Initiator Name and Title	**Date**
Reviewed by: Name and Title	**Date**

Islands Trust

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Executive Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR

Initiated by:
Lisa Wilcox,
Senior Intergovernmental Policy Advisor

Business Area:
Trust Area Services

Name of Request:
Reconciliation Action Plan FY21/22

$16,950

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:**
  Training and Reconciliation Initiatives

Date of Funding Request: October 1, 2020

Funding Required for (date range): Fiscal 2021/22

ISSUE/OPPORTUNITY:

Other the past year initiatives related to the Reconciliation Action Plan have achieved significant progress. Training and orientation sessions for staff and trustees were successfully implemented and engagement with First Nations, cultural knowledge holders, and Indigenous community members created new opportunities for sharing understanding, dialogue about core concerns, and principles. COVID-19 meant that some initiatives were not fully realized due to the inability to meet face to face in community. In many cases, a shift in focus, technology and connectivity limitations made it difficult to implement some Reconciliation Action Plan initiatives. Adapting to this challenge, the focus shifted to online engagement, and development of internal processes that would see long term reconciliation principles integrated into the work of the Islands Trust.

This Islands Trust Reconciliation Action Plan is based on the following principles called the foundation documents:

Islands Trust First Nations Engagement Principles Policy

Islands Trust Reconciliation Declaration

Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples **(relevant Principles)**

United Nations Declaration on the Rights of Indigenous Peoples **(relevant Articles)**

Truth and Reconciliation Commission: Calls to Action **(relevant Calls to Action)**

Declaration on the Rights of Indigenous Peoples Act (DRIPA)

Murdered and Missing Indigenous Women and Girls: Calls for Justice (relevant Calls)

PROJECTED RESULTS/DELIVERABLES:

Total budget request for FY21/22 is $16,950. The breakdown of the budget request are shown against the relevant items from Trust Council's Reconciliation Action Plan. Only those items with a budget request for FY21/22 are shown below.

1. Education/Training - Cultural Competency, Cultural Safety – FY2021/22 Total Budget: $4,750		
Goal/Action Item	**Details**	**Budget Forecast**
1.1 One to One Dialogue Sessions	• On-going • SIPA travel to each office twice per year. • Focus moves to land use planning and cultural safety.	• $500
1.2 Facilitated Workshop	• On-going • SIPA travel to each office once per year. • Focus moves to needs based topics.	• $500
1.5 Learning about the Land – The importance of place.	• Honorarium for speaker at LPS day or other scheduled meeting with Planning staff.	• $1,000
1.6 Speaker Series	• On-going • Cost for honorarium, travel costs, mileage, expenses for continuous learning session for trustees.	• $1,000
1.7 Lunch & Learn Series	• On-going • Cost for snacks, or lunch.	• $100
1.8 Indigenous Learning Series	• On-going • Honorarium for webinar speakers or on-site learning.	• $1,200
1.9 New Employee Orientation	• On-going • Travel for SIPA to regional offices or locations for training.	• $300

	• Mileage, travel, expenses.	
1.11 Monthly Learning Series	• On-going • Webinar or online	• $50
1.12 External Presentations/Education	• On-going • Travel costs, expenses for SIPA to location.	• $100
3. Policy & Procedures – FY2020/21 Total Budget: $4,850		
Goal/Action Item	**Detail**	**Budget Forecast**
3.2 Land Use Planning	• Honorarium for engagement with First Nations and cultural knowledge holders	• $2,500
3.4 Cultural Sites Preservation & Protection	• Initiative to define and engage on cultural site preservation and protection. • Travel and honorarium costs.	• $2,000
3.5 Review of Current Initiatives	• Review of files contract	• $250
3.6 Database	• Review of files contract	• $100
4. Cultural, Naming & Recognition Work – FY2021/22 Total Budget: $250		
Goal/Action Item	**Detail**	**Budget Forecast**
4.1 Naming and Recognition	• From time to time travel to various locations to engage in dialogue on naming and recognition. • Honorarium for dialogue on naming.	• $250
5. Liaison and Engagement with First Nations & Others – FY2021/22 Total Budget: $1,100		
Goal/Action Item	**Timeline**	**Budget Forecast**
5.1 Crown Agreements	• Engagement with other Ministries to update past Crown agreements	• $0
5.2 Community to Community Engagement	• Grant should be sought for UBCM funding	• Seek UBCM funding
5.3 Regional Districts & Islands Trust	• 2022 initiative	• N/A
5.4 Ministry Indigenous Relations and Reconciliation (MIRR) & Islands Trust	• On-going	• $0
5.5 First Nations & Islands Trust	• On-going	• $500

5.6 Treaty Table	• 2022 initiative	• N/A
5.7 Advocacy	• Work with First Nation Leadership Council	• $100
5.8 Protocol Agreements	• Review and engage on past protocol agreements • Further development and engagement with Naut'sa'mawt	• $500
6. Communications and Messaging – FY2021/22 Total Budget: $2,500		
Goal/Action Item	**Timeline**	**Leads**
6.1 Creation of Public Materials.	• Brochure and material • Design, writing, and engagement	• $2,000
6.2 Webpage	• Honorarium for Indigenous writing and posts	• $500
6.3 News Releases	• N/A	• N/A
6.4 On-going review	• N/A	• N/A
7. Cultural Working Group – FY2021/22 Total Budget: $3,500		
Goal/Action Item	**Detail**	**Budget Forecast**
7.2 Cultural Working Group Training	• Travel and mileage, expenses to locations and regional offices. • Honorarium for cultural knowledge holders.	• $2,500
7.3 Incident-based Liaison	• On-going	• $1,000

RISK ASSESSMENT:

Implementation of the Reconciliation Action Plan is dependent on interagency cooperation and building relationships. COVID-19 restrictions and challenges may require shifting focus to online and technology based engagement until such time as community and on-site engagement can resume.

ALTERNATIVES CONSIDERED:

Option 1: Limit development of reconciliation process to a specialized single staff member. Cost of implementation would be reduced to salary, travel expenses etc. This approach allows for implementation of some aspects of the Reconciliation Action Plan but limits cultural competency to one individual that retains most of the knowledge versus the dissemination of knowledge and skills to all staff.

Option 2: End initiatives at an organizational training level. Organizational training with cultural competency and cultural safety initiatives would allow for the dissemination of knowledge to most staff and trustees. However, without review of best practices and implementation of policy and process initiatives the Islands Trust will continue to work in the same way as an organization and may not be able to create the necessary relationships at a government-to-government level with First Nations to ensure that they are in line with

Provincial and Federal reconciliation initiatives. This may ultimately lead to challenges to the jurisdictional relevance of the *Islands Trust Act* and organization as a whole. **Option 3**: Do nothing. This may ultimately lead to possible litigation due to poor decision making and challenges to meaningful engagement, lack of ability to realize risks of decisions in relation to Aboriginal rights and title, treaty, and traditional territory factors.
CRITICAL SUCCESS FACTORS: Over the past year the Reconciliation Action Plan success factors included standardization of resolutions related to implementation on reconciliation and UNDRIP at with all LTC's with the exception of Bowen and Saturna. Training and orientation standards were successfully implemented with training sessions held with all staff and trustees, with new staff orientation. Naming and recognition signage was successfully completed on Bowen Island with a process to implement region wide. The Cultural Working Group met separately (due to COVID-19) with cultural knowledge holders to learn about how to be on the land in a respectful way. Reconciliation communications included postings online and communications to community about specific initiatives and principles. Trustees began utilizing training understanding to create more meaningful and thoughtful engagements with First Nation elected officials. Staff began to realize tangible ways to incorporate reconciliation into the object and mandate of the Islands Trust and Islands Trust Conservancy. The past two years have established a solid foundation to build on the coming work that needs to be undertaken. Staff and trustees have engagement in a meaningful way to acknowledge the history and legacy that is part of the Islands Trust area. Having undertaken this internal work, the staff and trustees can turn their minds to implementing initiative that are reflective of the foundation documents and apply these principles to land and water use decision making.
RECOMMENDED OPTION: That $16,950 be budgeted to support the Reconciliation Action Plan. Work closely with local trust committees, trustees, and staff to develop methodology and processes that create paths of respect, partnership, and collaboration. These would include mapping and heritage preservation to inform land and water use decisions, on-going learning from Indigenous knowledge holders and speakers, and continued engagement with First Nations governments and their representatives to develop and define reconciliation within the Islands Trust area.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> Financial costs due to COVID-19 where significantly reduced for 2019-2021 budget. Cost for honorarium or contract work are expected to be higher this budget period as the Reconciliation Action Plan moved to implement the building of competency with cultural knowledge holders, and First Nation experts in planning and community. <u>Qualitative Analysis:</u> Benefits to the Islands Trust that are outside the financial scope include greater satisfaction among staff in the alignment of core values to values of stewardship, respect, purpose, and preservation. This leads to retention among staff who feel their core values align with the values of the organization.

Implementation of reconciliation aligns the work of the Islands Trust bodies with those of the Province of BC, and Federal government and the foundational principles of UNDRIP, TRC, and MMIWG Calls for Justice; as well as, the Declaration on the Rights of Indigenous Peoples Act. It provides effective mechanisms for redress related to the history of the islands and Salish Sea area. This allows for direct skills based processes that guide staff and trustees in the work that they are undertaking in relation to land and water decisions. These processes lead to cost reductions creating overall processes and initiatives that are applicable to the region as a whole.
PURCHASING PROCEDURE: All funding will be implemented and deliverables outlined as per the Islands Trust policies and procedures.
PROPOSED IMPLEMENTATION STRATEGY: The Reconciliation Action Plan roll-out is from April 2019-December 2022. The 2021 to 2022 budget covers Phase Two initiatives. Phase Two is the implementation phase. With staff and the organization at a place of awareness after year one we reach out to begin the elements "gathering together to share knowledge and understanding". Staff and the organization as a whole will feel confident in understanding how to learn about First Nation core concerns, how those concerns are incorporated into the work we do and how we are supported in the work we do as an organization. Phase Two will include the implementation of process and policies that meet the needs and engagement best practices of First Nations, and will see the development of cooperative process for Indigenous and non-Indigenous communities. The Islands Trust as an organization will in Phase Two build on the foundational work that has been undertaken toward reconciliation and will strive to build trust and demonstrate their commitment to the long-term relationships needed to facilitate reconciliation. Phase Two will see the development of procedures to support long-term reconciliation process through protocols, agreements, engagement processes, and change management. Phase Two ensures that support to Local Trust Committees is facilitated to assist them in the work they endeavor. The principle will be to hear, advise, reflect and comment while building and developing the foundational work of the Islands Trust as a whole.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: First Nations are identified through the consultative area database (CAD) provided by the Provincial Government, as well as through the BC Treaty Commission stages 1-6 Statement of Intent and Final Agreements, as well as First Nations stated territories and treaty areas. Interagency partnerships are identified through Ministry contacts and roles in relation to First Nation engagement. Note that the Islands Trust work focuses on land use decision making and preserving and protecting land and marine values versus programs and services so is specific to agencies that work within the land and water tenure and decision making structure of government-to-government discussion, policy, and initiatives. Islands Trust also represents constituents within the Islands Trust region, people of British Columbia, and Canada as a whole. Hence processes should be considerate of Indigenous, Métis, and Inuit throughout British Columbia and Canada. Islands Trust also works with stakeholders, advocacy group, property owners, and other municipal, and regional governments.

Lisa Wilcox Senior Intergovernmental Policy Advisor	September 25, 2020
Initiator Name and Title	**Date**

Clare Frater Director Trust Area Services David Marlor Director, Local Planning Services	September 25, 2020
Reviewed by: Name and Title	**Date**

Islands Trust

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to EC/TPC approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR

Initiated by:
Clare Frater,
Director, Trust Area Services

Business Area:
Trust Area Services

Name of Request:
Policy Statement Amendment Project

$10,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ___________________

■ **Other – please describe:** Legal Services

Date of Funding Request: September 20, 2020

Funding Required for (date range): Fiscal 2021/22

ISSUE/OPPORTUNITY:

Trust Council's Policy Statement Amendment Policy (1.2.i) states that each term Trust Council will identify Policy Statement review and/or amendment tasks.

The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to co-ordinate a review of the Introduction, Part I, Part II and Schedule 1 - Definitions sections and climate policies of the Policy Statement. The Executive Committee has adopted an engagement plan and project charter to guide the amendment process. The 2018-2022 Strategic Plan includes the following direction:

- Strategic Plan Item 10: "Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies."
- Strategic Plan Item 16: "Implement the following high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council.

i. Review the Islands Trust Policy statement and give consideration to: a) giving affordable housing a greater profile for its role in sustainable communities b) including a reference to affordable housing in its policy direction to LTCs and municipalities.
ii. Review the Islands Trust Policy statement to ensure that it: a) includes clear and well-thought out definition of 'affordability' b) includes clearly articulated vision, goal and objectives for affordable housing c) gives affordable housing a greater profile for its role in sustainable communities d) includes a reference to affordable housing in its policy direction to LTCs and municipalities.

- Strategic Plan Item 22: Amend the Policy Statement introductory and definitions sections.
- Strategic Plan Item 23: Determine if additional changes to the Policy Statement are desired by Trust Council.

The multi-year Policy Statement Amendment Project is expected to continue into 2021/22. In 2020/21, Trust Council approved spending of $45,000 for this work. As of September 24, 2020, staff have spent approximately $7,000 and expect to spend a further $28,000 by the end of the fiscal year on First Nations and public engagement, and on legal review. This would leave $10,000 in unspent monies that would contribute to the accumulated surplus fund at the end of the fiscal year, in accordance with accounting practices.

To complete the project in 2021/22, staff recommend that Trust Council include $10,000 in the 2021/22 budget for this work. This budget amount could be funded from surplus funds to avoid any new taxation for this project. This funding amount is consistent with the total project budget approved in the project charter and would be used for statutory advertising and legal review if required.

On August 13, 2020, the Trust Programs Committee passed the following resolution:

TPC-2020-041
It was MOVED and SECONDED,
that Trust Programs Committee request that the Executive Committee recommend to Financial Planning Committee to include $10,000 in Fiscal Year 2021/22 for the Policy Statement Amendment Project (Strategic Plan items 10, 16, 22,23).

PROJECTED RESULTS/DELIVERABLES:

4th Reading by Trust Council of an amended Policy Statement bylaw, and a plan for subsequent amendments.

RISK ASSESSMENT:

As noted in the project's engagement plan, due to the nature of this project and the number of First Nations and stakeholders involved, there is substantial risk that the project plan will need to be amended to respond to emerging issues, communication/engagement requests or other developments. Staff will maintain a focus on the big-picture (e.g. Reconciliation as an overarching priority) and will bring forward recommendations to Executive Committee and Trust Programs Committee for project amendments as needed.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount. This option is not recommended as the amount recommended is the minimum required to complete the project.

Option 2: Defer work on the project to FY22/23. This option is not recommended as the project is already underway with active First Nation and public engagement, and it would push the project completion past the end of the 2018-2022 term of office.

CRITICAL SUCCESS FACTORS:

Successful adoption of an amended Policy Statement bylaw depends on shared understanding by Trustees, the Minister, First Nations, referral agencies, stakeholders and the public about the purpose and function of the Policy Statement and the rationale for any changes.

RECOMMENDED OPTION:

That $10,000 be budgeted for the Policy Statement Amendment Project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
- $10,000 for Policy Statement Amendment Project

Qualitative Analysis:

Amending the Policy Statement will advance the Islands Trust Council's commitment to Reconciliation and to updating its foundational document.

PURCHASING PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

As per the adopted engagement plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

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

Clare Frater / Director, Trust Area Services	September 24, 2020
Initiator Name and Title	**Date**

Executive Committee	September 30, 2020
Reviewed by: Name and Title	**Date**

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR	
Initiated by: David Marlor and Lisa Wilcox	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** _Strategic Plan Program
Business Area: Executive Committee	
Name of Request: Undertake development of heritage overlay mapping and development of model bylaws $30,000	
Date of Funding Request: October 12, 2020	**Funding Required for (date range):** Fiscal 2021/22

ISSUE/OPPORTUNITY:

The Executive Committee passed the following resolutions on September 30, 2020:

> That the Executive Committee request staff to draft an amendment to the Strategic Plan regarding development of heritage overlay mapping and development of model bylaws.
>
> That the Executive Committee recommend that the Financial Planning Committee include $30,000 in the Fiscal Year 2021/22 for the development of heritage overlay mapping and development of model bylaws (pending Executive Committee approval of a business case and adoption of a Strategic Plan amendment).

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY21/22 is to cover costs associated with identification of appropriate heritage areas requiring protection and conservation, and the development of model policy and regulations. Work would involve engaging a consultant and working with the Archaeology Branch to identify areas, and working with

First Nations in the Islands Trust Area to confirm and identify areas not covered in the Archaeology Branch database. The consultant may work with First Nations on appropriate means to use the Heritage Conservation Area tools in the Local Government Act to protect cultural heritage sites. Work would be led by the Senior Intergovernmental Policy Advisor.
RISK ASSESSMENT: Timing for undertaking the mapping portion may pre-empt the ability to develop model bylaws within the same fiscal year. In this case, the creation of bylaws would roll over to the following fiscal year with appropriate budget request. Risk that local trust committees may not adopt bylaws based on the model bylaws. Model bylaws would be adopted as part of the standard model OCP and LUB, and will be used when reviews of OCPs and LUBs are undertaken.
ALTERNATIVES CONSIDERED: Option 1: Undertake the work in-house using the Senior Intergovernmental Policy Advisor (SIPA) and dedicated planning staff. This would require allocation of SIPA and planner time to this project, and a budget of $2,000 for legal review, and $8,000 for supportive First Nations engagement or expertise. This work could be quite involved and would defer other work program projects to allow staff to undertake this work. Option 2: Hire a consultant to undertake the work with SIPA as the lead staff person on the project. This would leverage our internal expertise in this area, and gather wider information through one or more consultant contracts. Given the potential scope, $20,000 should be allocated for a contracts, $8,000 for outreach and support to First Nations engaging in the process, and $5,000 reserved for legal review.
CRITICAL SUCCESS FACTORS: Model bylaws with recommended policy and regulations by end of FY21/22, and adoption by local trust committees in the following fiscal year. Protection of cultural heritage sites by the end of FY22/23.
RECOMMENDED OPTION: Option 2 is recommended to use internal expertise (SIPA) and tap into external expertise and obtain First Nations input in this area.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> • $20,000 for a contract with a consultant with experience in First Nations engagement and protection of cultural heritage sites, and to develop model policy and regulations. • $8,000 reserved for outreach and support to First Nations engaging in the process • $2,000 for legal review, as required, on draft model policy and regulations As this is a program project, there will be no cost saving by undertaking this. Work on developing model bylaws can be more efficient than each local trust committee undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis: This will further the Strategic Plan of Trust Council (Goal: Strengthen Relations with First Nations) by providing model bylaws for local trust committees to consider in regards to protection of First Nation cultural heritage sites. It will also further Trust Council's goal on reconciliation.
PURCHASING PROCEDURE: As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: As determined by the Executive Committee (likely this would be assigned to the Regional Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Reports to Trust Council via Executive Committee (or if so assigned, the Regional Planning Committee).

David Marlor, Director, Local Planning Services
Initiator Name and Title — Date

Reviewed by: Name and Title — Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** ☐ **YES** ☐ **NO**

Next steps:

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

Islands Trust

Budget Funding Request
Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Programs Committee approval on October 20, 2020.

TO BE COMPLETED BY INITIATOR

Initiated by:
Clare Frater,
Director, Trust Area Services

Business Area:
Trust Area Services

Name of Request:
Secretariat Services

$12,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

☐ **Other – please describe:** ______________________

Date of Funding Request: October 5, 2020

Funding Required for (date range): Fiscal 2021/22

ISSUE/OPPORTUNITY:

The *Islands Trust Act* states that 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.

Strategic Plan Item 21 is: Provide a secretariat role to forums within the Trust Area.

****Trust Programs Committee will consider its requested budget for 2021/22 for the secretariat services program on October 20, 2020. This business case is provided as a placeholder in the budget.****

PROJECTED RESULTS/DELIVERABLES: Continued support to coordination groups in the Trust Area such as the Howe Sound Community Forum and the Baynes Sound/Lambert Channel Ecosystem Forum.
RISK ASSESSMENT: Continuing to offer secretariat support may raise expectations of ongoing support. Withdrawing support may hamper ongoing coordination efforts.
ALTERNATIVES CONSIDERED: **Option 1:** Budget an increased funding amount. **Option 2:** Budget a reduced funding amount. **Option 3:** Do not budget funds in 2021/22 and consider funding in future years.
CRITICAL SUCCESS FACTORS: Some staff time must be available to manage contractors and work with partners. There must also be available contractors willing to take on the coordination/secretariat work.
RECOMMENDED OPTION: That $12,000 be budgeted for secretariat services.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> $12,000 budgeted to fund requests from groups for 2021/22 FY <u>Qualitative Analysis:</u> Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area be engaged and learn from these groups, which advocate on similar issues that are of interest to Islands Trust residents and Trustees. By supporting these local groups, it strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build relationships with members.
PURCHASING PROCEDURE: Contractor(s) will be hired in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:
Trust Programs Committee will allocate funding upon request from Trust Council and coordination partnerships/groups. Staff will establish and monitor contracts.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Support for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff will promote the Islands Trust's contributions, as appropriate.

Clare Frater / Director, Trust Area Services	October 5, 2020
Initiator Name and Title	**Date**

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR	
Initiated by: Warren Dingman, Bylaw Compliance & Enforcement Manager	**Budget Source:** Bylaw Compliance & Enforcement Budget
Operational Unit: Local Planning Services	
Name of Request: Bylaw Compliance and Enforcement Officer	**Budget Amount:** Start April 1, 2021 - $91,579 Start November 1, 2020 - $38,824 FY2020/21 $91,579 FY2021/22
Date initiated: July 15, 2020	**Date required:** November, 2020

1. **BACKGROUND**

Bylaw Compliance and Enforcement is currently staffed by one manager, two full-time bylaw officers and 0.6 FTE for an administrative assistant.

The file load over the past several years are been consistently above 300 files, and at times spikes to over 350. Previous years averaged 250-280 compliance and enforcement files. Much of the enforcement is related to short-term vacation rentals and concerns that such operations are restricting the residential housing supply for local communities.

Trust Council passed the following resolution on September 16, 2020

> ***TC-2020-082***
> *THAT Trust Council ask the Director of Local Planning Services to put the business case for an additional bylaw compliance and enforcement officer forward to the Financial Planning Committee.*

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

The current workload is well over 120 files per officer. An analysis undertaken in 2019 indicates that this is substantially higher than in other local governments in the lower mainland such as Richmond, Delta, Surrey and Vancouver, and that analysis states that the optimum file load is between 20-30 files.

Provide timely enforcement on STVR files, and other BCE files, by ensuring that there is a bylaw officer assigned to and working with each local planning office. Also, with an additional officer, we can try to limit file load to 100 files per officer, or less.

Seasonal proactive STVR enforcement is a priority for six local trust areas and this adds considerable file load for the summer months when STVR operations are most active. The following Local Trust Areas (LTAs) have authorized proactive STVR enforcement:

1. North Pender
2. Mayne
3. Galiano
4. Salt Spring
5. Denman
6. Hornby
7. Gabriola

This now constitutes the majority of LTAs, Gabriola is the latest to add proactive enforcement but the GBILTC has been advised that the work cannot begin in earnest until the staff resources are available.

North Pender and South Pender have also authorized proactive enforcement on derelict vehicles.

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

Reduced file load for the officers to more manageable levels. This will ensure more efficient use of time by officers, and will help the Islands Trust in retention of enforcement officers.

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

1. Reduce enforcement in some areas and focus on the high priority, as established by Trust Council policy, to manage workloads. This would result in in some types of complaints being delayed or not investigated.
2. Require that Local Trust Committees that want proactive enforcement on a particular type of violation to include a funding request for additional enforcement staff to undertake the work. This would protect existing bylaw staff to undertake regular complaints, with policy directed proactive enforcement being undertaken by contractor under direction of the Bylaw Compliance and Enforcement Manager.
3. Consider converting all or part of the Bylaw Administrative Assistant to Bylaw Compliance and Enforcement Officer. This position is shared with 60 per cent to bylaw enforcement, and 40 per cent to the Director of Local Planning Services. This option was not considered ideal as administrative work would still need to be provided, either by the officers, or other staff members. Further, consideration of work undertaken for the director would also need to be reassigned to other administrative staff.

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

1. Increase in staff response.
2. Increased number of closed files.
3. Risk: increased requests for proactive enforcement. Even with an additional bylaw officer, we may be at maximum capacity for proactive enforcement. If Salt Spring continues to have what is believed to be hundreds of non-permitted STVRS, then that number of open files will exceed the capacity of even 3 officers and a manager.
4. There will be a need to management expectations of LTCs as new staff are brought on to learn the job. The Islands Trust bylaw compliance and enforcement role is unique, and even experienced bylaw officers have difficulty learning the LUBs and managing the file load.

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

There are limited concerns with the addition of a new officer as the proposal is in response to increased workloads and demands for service that have been recognized by staff and Trustees. However, there will be an opportunity for increased supervision of staff and their work. The culture currently is for bylaw officers to do the great majority of their work on a self-directed basis, with minimal supervision.

Increased supervision will be a significant change for current staff, and a graduated approach should be taken to the change, and there will need to be attention given to possible negative staff reaction.

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

The benefits are efficiency in service and a less stressful workload on staff, and increased supervision should increase the quality of service, and reduce the time for properties to come into compliance. This has the potential of reducing time off due to illness. It would hopefully reduce training costs in the long run if staff can be retained for longer periods of time. While an effort has been made to hire staff with all the necessary training, there are still courses that staff will need to attend, especially in mediation and negotiation.

There will be additional salary costs, and employee benefit costs, plus the additional computer and phone procurements, and required safety equipment.

While there will be an additional full-time equivalent (FTE) officer, given the turnover with the Salt Spring Island BCEO position, there may be gaps of up to six months at a time when one of the three BCEO positions is not filled, and this will reduce the overall cost somewhat. There is the possibility that with three positions, there could be turnover each year, and the actual cost per year may be well less than 3 FTEs.

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

Approve the funding as requested.

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

Recruitment as per Islands Trust recruitment policy.

Warren Dingman, Bylaw Compliance and Enforcement Manager	August 24, 2020.
Initiator Name and Title	Date
David Marlor, Director, Local Planning Services	August 24, 2020
Reviewed by: Name and Title	Date

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 14, 2020
From:	Staff	**Date Prepared:**	October 8, 2020
SUBJECT:	**ITC Budget Request**		

PURPOSE: to provide background to Financial Planning Committee (FPC) for the Islands Trust Conservancy (ITC) budget request.

BACKGROUND: At its October 6, 2020, the ITC Board reviewed a proposed budget request and passed the following resolutions:

1) *That the Board reduce the 2021/22 budget associated with Board meeting expense by 50% to pilot a reduced in person meeting schedule.*

2) *That the Board increase the 2021/22 budget associated with communications and fundraising by $7,000.*

3) *That the Board approve the draft 2021/22 ITC Budget as amended, with the understanding that budget items for salaries and benefits and administrative allocation will be adjusted, and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.*

A significant component of the 2021/22 ITC Budget will include a $205,000 grant through Environment and Climate Change Canada. This grant is to be used for a new ITC Species at Risk Program and the 2021/22 budget has been adjusted to accommodate both this income and the related expenses.

ATTACHMENT(S): 2021/22 ITC Budget Request RFD, provided at October 6, 2020 ITC Board Meeting

FOLLOW-UP: Staff will forward FPC requests or recommendations to the ITC Board for follow up.

Prepared By: Kate Emmings, A/ITC Manager

Reviewed By/Date: Julia Mobbs, Director, Administrative Services/October 8, 2020

ISLANDS TRUST CONSERVANCY

REQUEST FOR DECISION

To:	ITC Board	**For the Meeting of:**	October 6, 2020
From:	Staff	**Date Prepared:**	September 20, 2020

SUBJECT: 2021/22 ITC Budget Request

RECOMMENDATION: That the Board approve the draft 2021/22 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.

---

1 PURPOSE: To provide the ITC Board with a proposed 2021/22 budget to assist in making a budget request to Trust Council.

2 BACKGROUND:

ITC Policy 1.6 requires that the ITC Manager prepare a proposed ITC budget for ITC Board approval. In general, the budget will see an increase of approximately $200,000 due to an influx of funding from Environment and Climate Change Canada for a new ITC Species at Risk Program. This grant may or may not reduce the amount of required tax requisition for the ITC. Final tax requisition amount will depend on final budget needs, in particular those associated with administrative allocation and final salary/benefit numbers. The proposed budget will include funding for increased capacity, assisting the ITC to better meet the object of the Islands Trust.

The following items have been considered in the proposed ITC budget:

1. The addition of a new Species at Risk Program, including the influx of $205,000 for program costs from Environment and Climate Change Canada. The anticipated use of these funds is detailed in Table 1 below and includes additional staff positions as follows:
    a. A Species at Risk Program Coordinator: approximate cost of $74,993, plus travel and training; and
    b. A Summer Co-op position: approximate cost of $17,343, plus travel.

   Both positions would be temporary positions and subject to available funding.

2. The addition of $5,810 for property management of two new nature reserves and one new conservation covenant, plus an addition of $450 for travel by water taxi to the Sandy Beach Nature Reserve to allow for annual monitoring. Increases to the property management budget are due to additions of ITC conservation land with an average annual maintenance cost of $2,325/nature reserve and $1,160/covenant. The formula used for property management is as follows and will be reevaluated on an annual basis to account for inflation costs:

Average Annual Cost	Nature Reserve	Covenant
Management Plan Renewal	$600	
Recreation Management	$400	
Habitat Restoration	$675	$675
Signage	$65	$65
Species/Ecosystem Inventory and Surveys	$250	$250
First Nations engagement and cultural site management	$335	$170
TOTAL	**$2,325**	**$1,160**

Additional Costs as determined by property:

Cost Item	Description
Travel	Water taxi requirements or added days requiring additional ferry fares or overnight stays.
Special Items	Dependent on special needs of the site. For example, dog waste collection or an increase in recreational management needs for a well-used site.
Special Start Up Costs	ITC works hard to pay for expenses associated with land securement but may in some instances require additional budget for costs anticipated to be in excess of its current budget. For example, the current property management budget anticipates signage and management planning needs for one new nature reserve each year. If the ITC were to take on multiple nature reserves in a given year, it may need to request additional budget.

3. An increase in the ITC legal budget to an amount consistent with prior years. The ITC legal budget was reduced from $15,000 in 2019/20 to $8,000 in 2020/21. At the beginning of the 2020/21 fiscal year, ITC changed legal counsel and legal costs have increased. ITC staff anticipate the legal expenses for the 2020/21 fiscal year will exceed $15,000 and are recommending that the legal budget return to its prior amount and include an additional amount of $3,000 for the Species at Risk Program as noted in item 1 above.

4. The assumption that the CoViD-19 pandemic will not affect staff and board travel and meeting expenses. As the final budget approval gets closer, the ITC Manager, in collaboration with the Director of Administrative Services, will reassess the status of the pandemic and its effect on ITC budgets. The ITC Board may wish to discuss its wishes with respect to continued use of electronic meetings as a means of keeping costs lower.

Table 1. Proposed 2021/22 ITC Budget. Final numbers may alter, particularly as salaries/ benefits are finalized and administrative allocations are calculated.

Fiscal Year	**2021/22**		**2020/21**
Budget Item	**ITC Budget**	**SAR Program funds***	
Salaries and Benefits	570,128	133,257	508,555
Communications	13,000		13,000
Board Honoraria	6,600		6,600
Board Meeting Expense	13,850		13,850
Board Training and Conferences	4,000		4,000
Property Management	102,810	25,000	72,000
Conservation Planning and Land Securement	30,000	15,000	15,000
Ecosystem Mapping	20,000	5,000	15,000
Legal	18,000	3,000	8,000
Mobile Devices	2,400		2,400
Training and Conferences	5,250	750	4,169
Travel for Training	2,750		2,750
Travel	15,950	5,000	6,245
Photo Management	-		2,750
Summer Co-op Student	17,343	17,343	
TOTAL Direct ITC Costs	**822,081**	**204,350**	**674,319**
Admin Allocation	271,128	650	217,060
TOTAL	**1,093,209**	**205,000**	**891,379**
Funded by SAR monies	(205,000)		-
Total for Tax Requisition	**888,208**		**891,379**

* SAR Program budget amounts may change during the negotiation of the Contribution Agreement with Environment and Climate Change Canada. The amounts presented in this budget are an approximation. The total grant of $205,000 will remain the same.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: If the budget is approved by Trust Council it will form the basis for the ITC work program in 2021/22. The influx of funding from Environment and Climate Change Canada will increase the work program of the ITC and require new staff positions and contractors among other expenses.

FINANCIAL: None.

POLICY: None. The Board my wish to revise its meeting procedure bylaw if it elects to allow for fully electronic meetings on a permanent basis.

IMPLEMENTATION/COMMUNICATIONS: The ITC Manager will provide the ITC budget request to the Director of Trust Area Service and the Director of Administrative Services at the Islands Trust with explanatory notes for the requested changes. The Director of Administrative Services will prepare the budget for review by the Financial Planning Committee and approval by Trust Council. The ITC Chair may make representations to the Financial Planning Committee regarding the ITC budget request.

FIRST NATIONS: The budget includes funds for archaeological assessments and funds to engage First Nations knowledge holders, particularly to assist staff in assessing conservation proposals and in land management.

CLIMATE CHANGE: The budget increases anticipate an increase in travel which will increase the carbon emissions of the ITC work. It is hoped that these emissions will be balanced by an increase in habitat conservation which will result in ensured carbon storage and sequestration. At this time, staff are not able to predict these tradeoffs in a meaningful way.

OTHER: At its May 2019 meeting, the ITC Board passed the following resolution:
ITC-2020-011
It was MOVED and SECONDED, that Islands Trust Conservancy Board direct staff to prepare a budget request for the 2021-2022 fiscal year for a report with options and recommendations for managing wildfire risks on ITC conservation properties.

Staff are exploring a memorandum of understanding with the Martin Conservation Decisions Lab (CDL) at the University of British Columbia and believe that this need may be met through work with the CDL and that existing budgets will be sufficient for the desired report. If this understanding should change, budget requests can be altered up to early March 2021.

4 **RELEVANT POLICY(S):**
ITC Policy 1.6: Annual Budget Submissions Policy
Islands Trust Policy 6.3.1: Budget Process

5 **ATTACHMENT(S):** None.

RESPONSE OPTIONS

Recommendation: That the Board approve the draft 2021/22 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.

Alternative: That the Board approve the 2021/22 ITC Budget as presented with the following amendments:

- *[insert amendments]*

and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.

Prepared By: Kate Emmings, A/Manager

Reviewed By/Date: Clare Frater, Director, Trust Area Services / September 21, 2020

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	October 14, 2020
From:	Director, Administrative Services	**Date Prepared:**	September 25, 2020

SUBJECT: **Financial Planning Committee Proposed 2021 Meeting Schedule**

RECOMMENDATION(S):

1. That Financial Planning Committee adopt the proposed meeting dates for the 2021 calendar year as presented.

2. That Financial Planning Committee direct staff to schedule the 2021 FPC meeting dates of ________, ________, ________ as electronic meetings, and list the Victoria Office Board Room as the public meeting location should Ministerial Orders under the *Emergency Program Act* regarding local government meetings change in 2021 requiring a physical location be provided.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The proposed meeting dates allow for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

---

1 PURPOSE:

1 To determine the 2021 meeting schedule for the Financial Planning Committee (FPC); and
2 To make decisions on which 2021 FPC meetings will be held electronically.

2 BACKGROUND:

Meeting Dates

Near the end of each calendar year, Financial Planning Committee determines the meeting dates for the next calendar year by way of resolution. Proposed meetings dates for the 2021 calendar year are as follows:

PROPOSED FPC DATE (Year 2021)	ASSOCIATED EC DATE (Year 2021)	TRUST COUNCIL DATES (Year 2021)	MAIN FPC TASKS
Wednesday, January 20	February 3		Review Draft 2021/22 Budget. Approve Budget Public Consultation.
Wednesday, February 17	February 24	March 9-11	Approve 2021/22 Budget Draft and supporting documents to send to Trust Council. Preliminary Audit Committee Meeting.

Wednesday, May 19	May 26	June 8-10	Approve 2020/21 Audited Financial Statements. Audit Committee Meeting.
Wednesday, September 1	September 8	September 21-23	Review Budget Assumptions and Principles. Approve Allocated Financial Statements
Wednesday, October 20	October 27		Review 1st Draft of the 2021/22 Budget.
Thursday, November 10	November 17	November 30 - December 2	Approve 1st Draft of the 2021/22 Budget to forward to Trust Council.

Electronic Meetings for 2021

Staff are requesting that FPC determine as early as possible if they wish to continue with electronic meetings for 2021. Early decision making in this regard will help staff with meeting logistics and will inform budget planning for this area. While the pandemic is ongoing, meetings will remain electronic by default. However, should emergency regulations on meetings loosen up, an advance decision by the Committee on how to proceed would ensure a smoother transition for any desired change to current practice.

Electronic meetings create time savings for trustees who do not have to travel, time savings for staff who do not have to order meals and clean up after meetings, and generates cost savings to the organization of approximately $3,000 per year.

Trust Council Bylaw 101 permits Council Committees to conduct fully electronic regular and special meetings. Section 11.11(a) states: ***"A regular or special meeting of a Council committee*** *or a special meeting of the Executive Committee may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the committee have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements."*

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Allows for appropriate coordination of financial activities with Executive Committee and Trust Council meeting dates, and allows adequate time for staff and Committee members to perform their duties with appropriate care and due diligence.

FINANCIAL:
No financial impact associated with setting meeting dates.
Selection of all electronic meetings for 2021 will generate savings of approximately $3,000. The draft 2021/22 budget will be adjusted to reflect FPC decisions made related to this topic.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Communications with meeting admin staff will circulate internally for purposes of planning.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S): Trust Council Bylaw 101.

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation(s):

1. That Financial Planning Committee adopt the proposed meeting dates for the 2021 calendar year as presented.

2. That Financial Planning Committee direct staff to schedule the 2021 FPC meeting dates of ________, ________, ________ as electronic meetings, and list the Victoria Office Board Room as the public meeting location should Ministerial Orders under the *Emergency Program Act* regarding local government meetings change in 2021 requiring a physical location be provided.

Alternative:

1. That Financial Planning Committee adopt the proposed meeting schedule for the 2021 calendar year, with amendments as directed.

2. That Financial Planning Committee direct staff to schedule the 2021 FPC meetings as in-person meetings as soon as the Ministerial Orders under the *Emergency Program Act* regarding local government meetings change to allow for it, and as soon as health guidelines regarding physical distancing relax such that all Committee members and staff could be present in the Victoria Office boardroom without concern.

Prepared By: Robert Barlow, Legislative Services Clerk

Reviewed By: Julia Mobbs, Director, Administrative Services

Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	October 14, 2020
From:	**Executive Committee**	**Date Prepared:**	October 6, 2020
SUBJECT:	**Posting of Financial Planning Committee electronic meetings to the Islands Trust website**		

RECOMMENDATION: THAT the Financial Planning Committee post their electronic meeting recordings to the Islands Trust website beginning with their meeting on [date].

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Posting of Financial Planning Committee (FPC) meetings would provide the public a convenient means of listening to FPC meetings and engaging with the organization. Certainly, this step would assist in raising the public profile of the organization and allow for greater public input.

While it is recommended that Council Committees adopt the same process as has Executive Committee, ultimately each committee has the authority to determine whether it wishes to post its meetings and the extent to which it provides a record of its activities beyond its responsibilities under Bill 19, the Community Charter and the Local Government Act.

1 **PURPOSE:** To consider whether to post Financial Planning Committee electronic meetings on the Islands Trust website.

2 **BACKGROUND:** Posting of electronic meetings means providing a recording of any given meeting on our website for external viewing by the public and stakeholders on an as needed basis.

By way of review, there are currently three types of electronic meeting engagement being used at the Islands Trust by various committees:

1. Electronic attendance: where members of the public actually join the Zoom meeting as attendees;
2. Livestreaming: external viewers/public simply visit the Islands Trust website for a link to view a meeting without joining the Zoom meeting;
3. Posting: saving and posting any given meeting to the website for future viewing by the public.

Since March 2020, due to the COVID-19 pandemic it has been regular business to provide electronic attendance for the public for LTC and Trust Council meetings via Zoom. This allows us to fulfil our public meeting transparency responsibilities and principles and to further Trust business. However, we are doing so under provincial emergency authority and not through our meeting procedures or bylaws. In fact, none of our current meeting procedures bylaws (TC or LTCs) addresses the use of electronic meetings for regular meetings, except in cases of emergency. Accordingly, we have no policy or framework for related issues such as recording protocols or posting of electronic means on our website.

Since August, most Local Trust Committees, (LTCs) have been posting their Zoom meetings on the Islands Trust website for public convenience. This is not common throughout the organization however and we do not currently post Trust Council meetings. However, the public, and indeed Trustees, would likely assume that we are posting meetings in such fashion. While there is no legal requirement to post meetings of any corporate body of the Trust there are no impediments to doing so and it is likely a preferred public transparency service that would be appreciated.

In order to begin posting meetings there would need to be direction provided by each corporate authority: i.e. each Council Committee and Trust Council.

With regards to Financial Planning Committee itself, direction to post meetings would be required by the Committee. Trust Council itself, using S. 11 of the Islands Trust Act, could compel all local trust committees (LTCs) to post meetings, but that may not be a preferred means of achieving the communications goals of the organization.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This would become and administrative task of recording, retrieving and posting the recordings to the website in cooperation with Information Services.

FINANCIAL: There are no obvious impacts to the Financial Plan in proceeding with the recommendation.

POLICY: The Islands Trust does not have any current policy or meeting procedures bylaws that address the following:

i) Use of electronic meeting technology for Trust Council, Council Committee or LTCs,
ii) Broadcasting of electronic meetings,
iii) Posting or archiving of any Council or Committee meetings.

IMPLEMENTATION/COMMUNICATIONS: Posting the meetings is technically simple and we have the capacity to store the amount of data required.

FIRST NATIONS: First Nations governments could benefit from access to Financial Planning Committee's deliberations and, in particular, in understanding the significant First Nation engagement and Reconciliation work that occurs at Trust Council and Committees.

4 RELEVANT POLICY(S): NA

5 ATTACHMENT(S): NA

RESPONSE OPTIONS

Recommendation:
THAT the Financial Planning Committee post their electronic meeting recordings to the Islands Trust website beginning with their meeting on [date].

Alternative: As directed by Financial Planning Committee.

Prepared By: CAO

Reviewed By/Date: October 6, 2020

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 14, 2020
From:	David Marlor, Director, Local Planning Services	**Date Prepared:**	October 7, 2020
SUBJECT:	**Community Amenity Contributions**		

PURPOSE:

To provide the Financial Planning Committee with information on Community Amenity Contributions.

BACKGROUND:

At its regular business meeting on August 19, 2020, the Financial Planning Committee passed the following resolution:

> *That the Financial Planning Committee request staff to develop a report with alternatives for capturing a percentage of any zoning uplift in property values for the benefit of Trust Area communities and ecosystems.*

There are two general approaches to capturing a percentage of the rezoning uplift in British Columbia; 1) is density bonus and 2) Community Amenity Contribution.

1. Density Bonus

This approach is specifically authorized under Section 482 of the Local Government Act. Under this section, local governments, including local trust committees, may establish a base density for a zone, and then establish higher densities if certain conditions are met. These conditions would have to be spelled out in the land use bylaw in an ascertainable way. Conditions can relate to conservation or provision of amenities, including the number, kind and extent of amenities; provision of affordable and special needs housing including the number, kind and extent of the housing; and a condition that the owner enter into a housing agreement in relation to the property this condition applies. Amenity is not defined.

The Density bonus approach may involve amendment to official community plans to ensure that the added density in exchange of ran amenity is permitted, and amendments to the land use bylaws to specify the base density (e.g. 1 house per lot) and the density permitted with a prescribed amenity (e.g. 1 additional dwelling permitted for each X hectares of land conserved using a s.219 covenant or land donation). The amenity could be provided on another lot, or on the lot that the additional density is permitted, depending on how the bylaw is written.

Two examples of density bonus system being used in the Islands Trust Area are:

1. The Mayne Island Local Trust Committee Land Use Bylaw has a base density of tourist accommodation units in the C2(c) and CD2 zones, with a higher density if employee housing is provided. In this case, the amenity identified is employee housing.

2. The Galiano Island Local Trust Committee Land Use Bylaw established density bonus provisions in three locations; the RR(a), RR(b) and RR(c) zones were created to permit subdivision only once amenity lands have been transferred.

2. Community Amenity Contributions

The approach used in British Columbia to capture a percentage of zoning uplift in property values is termed Community Amenity Contribution (CAC). This approach is based on the concept that a rezoning of property is a request by a private landowner to increase the use and density, and therefore value, of the property, and on the basis that the local government has final say on whether or not that rezoning should be permitted. There is no specific legislation that covers CACs, it is more a practice that has evolved and been adopted by municipalities throughout British Columbia.

The Province of British Columbia released an information guide on Community Amenity Contributions in March 2014. Entitled "*Community Amenity Contributions: Balancing Community Planning, Public Benefits and Housing Affordability* (the Guide)." This guide was released as the Ministry acknowledged that local governments are using their power of having the final say on a rezoning to obtain community benefits during the process. This can lead to higher house prices if the amenities required by the local government reduce the margins for the developer.

The definition of a CAC in Guide is:

> ***Community Amenity Contributions*** *(CACs) are amenity contributions agreed to by the applicant/developer and local government as part of a rezoning process initiated by the applicant/developer. CACs can take several forms including community amenities, affordable housing and financial contributions towards infrastructure that cannot be obtained through DCCs [Development Cost Charges), such as recreation facilities or a fire hall. The agreed-to contribution would be obtained by the local government if, and when, the local government decides to adopt the rezoning bylaw.*

The Guide also outlines the legislation that specifically allows local governments to recover additional off-site costs caused by new development, specifically Development Cost Charges, money towards school sites, on-site services related to subdivision, excess capacity or extended services and five per cent park dedication at the time of subdivision. Of these, the onsite services related to subdivision and five per cent park dedication are the only items listed here available to local trust committees.

There is no legal authority to require CACs by local governments in British Columbia. The guide says:

> *A common misperception is that local governments have authority to* ***require*** *CACs as a condition of rezoning. In fact, there is no authority to impose such conditions on a rezoning applicant; any contributions must either be at the initiative of the applicant/developer or emerge from rezoning negotiations between the applicant/developer and the local government.*
>
> *Legal authority, generally speaking, for local governments is derived from statutes, such as the LGA or the Community Charter. The statutes also include conditions and limits on these powers. Court rulings over time have provided interpretations of this legal authority and direction on how it can be used.*
>
> *In some cases the law is mandatory, i.e. requires local government to do something. In other cases, it is discretionary, i.e. it gives local government latitude to do something or not. The courts have acknowledged that zoning is a discretionary power, so councils/regional boards can choose whether or not to approve a rezoning.*
>
> *The courts have also recognized that councils/regional boards can examine a wide range of considerations before exercising their discretion on whether to approve a rezoning request and adopt the proposed zoning bylaw.*

The Guide also addresses legal risks when negotiating CACs. These are:

1. Being careful not to consider the CAC as a fee, charge or tax that is not specifically authorized by legislation. In the *Local Government Act* fees are restricted to being the average cost of processing, so CACs cannot be considered a fee.
2. Being careful to keep an open mind. The fact that an amenity is being provided that meets a CAC policy should not over-ride the ability of the local trust committee to keep an open mind about the proposal as a whole.
3. Careful not to subject subdivision approval and building inspection to CAC requirements. These are staff functions, and in the Islands Trust undertaken by the Ministry of Transportation and infrastructure and regional district respectively; Bowen Island Municipality has staff subdivision approving officer and building inspector. Local governments cannot require either of these staff functions to levy charges in relation to a CAC.

To use CACs the Guide recommends that an official community plan establish the need for the amenity, and that if cash-in-lieu is provided that it be tied back to the neighborhood or community impacted by the development. CAC funds should not be used for on-going operational costs of the local government.

Some local governments have adopted Community Amenity Contribution administrative policies. These policies establish what council expects for certain types of rezonings, and provides the developer with an understanding of what is expected by the community in exchange for a rezoning.

Attachment 2 is the District of North Vancouver's CAC policy. This link is a District of North Vancouver guide on its Community Amenity Contribution Policy for the public and developers:

https://wwwstage.dnv.org/sites/default/files/edocs/community-amenity-contributions-in-OCP-growth-centres.pdf

This policy establishes a CAC of X dollars per square foot for some types of rezonings, and 75% of the expected uplift in property value resulting from the rezoning.

The District of Langford policy is here:
https://www.langford.ca/assets/Documents~Library/Policies/affordable-housing-park-amenity-contribution-policy.pdf

Like the District of North Vancouver, Langford establishes a contribution policy with X dollars per square foot for certain types of rezonings, as well as including provision of affordable housing as a community amenity.

Using CACs in the Islands Trust

While we don't use the term Community Amenity contribution at the Islands Trust, most major rezoning applications have a negotiated community amenity included. In some cases this results from the official community plan policies that establish "conditions" under which a local trust committee may give approval to a rezoning application. Official community plan policies includes provisions to protect land identified as sensitive ecosystem, to provide public access to foreshore or other location, to provide a trail to link communities on the island together or other amenities that are identified in the official community plans. Mostly, these policies focus on the needs of the community or protection of the environment and do not contain a specific percentage of the uplift. However, there are examples of using this approach in the Islands Trust; the Salt Spring Island official community plan has policies stating that the community amenity should not be less than 75% of the increase in value attributable to the rezoning.

If local trust committees were to develop more specific policies along the lines of the District of North Vancouver or the District of Langford, there would be some things to consider operationally:

1. If cash-in-lieu was to be accepted, who would hold the funds
2. As local trust committees do not provide infrastructure and cannot hold land, could the funds be transferred to the Islands Trust Conservancy for acquisition of conservation lands, and/or the regional district for purchase of parkland or other amenities.

3. Could the funds generated in one local trust area be used to provide amenities in another local trust area

ATTACHMENT(S):

1. Community Amenity Contributions: Balancing Community Planning, Public Benefits and Housing Affordability https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/community_amenity_contributions_guide.pdf
2.

FOLLOW-UP:

If the Financial Planning Committee would like this concept to be explored further, such as considering a model policy, research of CACs in the Islands Trust area, or developing example amenity zoning policy and regulations, it could refer this to the Regional Planning Committee via Trust Council. As this is not a Strategic Plan item Trust Council and the Regional Planning Committee would have to consider how to resource this given the workload for the Strategic Plan items.

Prepared By: **David Marlor, Director, Local Planning Services**

Reviewed By/Date: **Russ Hotsenpiller/October 8, 2020**