Financial Planning Committee
Agenda

Date: Monday, January 21, 2019
Time: 10:00 am - 3:00 pm
Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

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

Financial Planning Committee
Minutes of Meeting

Date:	**December 4, 2018**
Location:	**Islands Trust Victoria Boardroom** **200-1627 Fort Street, Victoria, BC**
Members Present:	**Peter Grove, Chair** **Paul Brent, Vice Chair (via go to meeting)** **Tahirih Rockfella** **Peter Luckham, EC Rep** **Sue Ellen Fast, EC Rep** **Laura Patrick, EC Rep** **Dan Rogers, EC Rep (via go to meeting)** **Robin Williams, ITC Rep**
Members Absent:	**None**
Staff Present:	**Julia Mobbs, Director Administrative Services** **Russ Hotsenpiller, Chief Administrative Officer** **David Marlor, Director Local Planning Services** **Clare Frater, Director Trust Area Services** **Jas Chonk, Recorder**

1. CALL TO ORDER

The meeting was called to order at 10:03 a.m.

2. APPROVAL OF AGENDA

2.1 Introduction of New Items

6.1 Green Economics Seminar

2.2 Approval of Agenda

By General Consent, the agenda was approved as amended.

3. ADOPTION OF MINUTES / COORDINATION

3.1. Minutes of Meetings – November 21, 2018

By General Consent, the Financial Planning Committee minutes of November 21, 2018 were adopted as presented.

3.2 Follow up Action List

Director Mobbs provided an update on each of the items in the follow up action list.

4. TRUST COUNCIL BUSINESS

4.1 Draft 2019/20 Budget - Revised

4.1.1 Draft 2019/20 Budget Session Outline - Revised

4.1.2 Draft 2019/20 Budget Assumptions & Principles

The Committee agreed to delete under item 9 Provincial Funding reference to $125,000 in service integration funding related to Salt Spring Island.

4.1.3 Draft 2019/20 Budget Overview

4.1.4 Draft 2019/20 Budget Detail

4.1.5 Draft 2019/20 Budget Funding Requests

4.1.5.1 Summary of 2019/20 Budget Funding Requests

The summary of budget requests was reviewed in detail with questions and discussion on each of the items.

4.1.5.2 2019/20 Budget Funding Request Business Cases

FPC-2018-29
It was MOVED and SECONDED,
that the Financial Planning Committee forward the budget documents included in Section 4.1 "Draft 2019/20 Proposed Budget Revised" to Trust Council as amended.

CARRIED

4.2 2019/20 Proposed Budget - Public Consultation Materials - Briefing

Director Frater gave an overview of the budget consultation documents and asked for feedback on the proposed public consultation materials for the 2019-20 proposed budget.

Paul Brent left the meeting at 12:00 p.m.

The meeting recessed at 12:02 p.m. and reconvened at 12:29 p.m.

Dan Rogers joined the meeting at 12:29 p.m.

4.3 Policy 7.2.1 Trustee Remuneration Amendment

FPC-2018-30
It was MOVED and SECONDED,
that Financial Planning Committee approve the amended wording of Policy 7.2.1 Trustee Remuneration and forward the amended policy to Trust Council for approval.

CARRIED

5. BUSINESS

5.1 March 31, 2018 Allocated Financial Statements

Discussion ensued.

FPC-2018-31
It was MOVED and SECONDED,
that Financial Planning Committee forward the March 31, 2018 Allocated Financial Statements with the additions of Bowen Island Municipality allocations, and an adjustment to show special property tax requisitions separately, to Trust Council as amended.

CARRIED

5.2 Trustee Laptops Update - Briefing

CAO Hotsenpiller provided Financial Planning Committee with an update on the plan to address concerns expressed by trustees regarding the recently deployed laptops.

FPC-2018-32
It was MOVED and SECONDED,
that Financial Planning Committee endorse the Executive Committee's decision around trustee laptops.

CARRIED

6. NEW BUSINESS

6.1 Green Economics Seminar

Trustee Fast provided this for information and noted that she will be attending this in February and will report to the Committee.

7. NEXT MEETING

The next meeting will be held Monday, January 21, 2019.

8. ADJOURNMENT

By General Consent, the meeting adjourned at 1:12 p.m.

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Peter Grove, Chair

Certified Correct

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Jas Chonk, Recorder

Follow Up Action Report

Financial Planning Committee

21-Feb-2018

No	Activity	Responsibility	Target Date	Status
1	that Financial Planning Committee request staff to work with Financial Planning Committee to bring forward a new communication strategy for budget consultation.	Clare Frater Andrew Templeton	30-May-2018	Done

29-Aug-2018

No	Activity	Responsibility	Target Date	Status
1	That staff review the RFD submitted by trustee Morse titled: "Change Accounting Function Code for Election Expenses to Local Planning Services" and return to the next Financial Planning Committee meeting with an updated Request For Decision.	Julia Mobbs	17-Oct-2018	On Going

18-Sep-2018

No	Activity	Responsibility	Target Date	Status
1	September 2018 Trust Council resolution TC-2018-095: That staff be directed to bring the draft amendments to Policy 7.2.1 Trustee Remuneration to the next Trust Council meeting for approval of the Policy wording.	Julia Mobbs	21-Nov-2018	Done

Islands Trust

Follow Up Action Report

21-Nov-2018

No	Activity	Responsibility	Target Date	Status
1	that the Financial Planning Committee recommend that the September 30, 2018 quarterly financial report be forwarded to January Trust Council.	Julia Mobbs	06-Dec-2018	Done
2	that the Financial Planning Committee forward the briefing on the 2018/19 Financial Forecast to January Trust Council for information.	Julia Mobbs	06-Dec-2018	Done
3	that staff be directed to develop options for calculating the formula for the municipal tax requisition calculation contribution in the Islands Trust budget.	Julia Mobbs	06-Dec-2018	On Going
4	That the Financial Planning Committee forward the budget documents included in Section 5.3 "2019/20 Proposed Budget" to Trust Council as amended.	Julia Mobbs	06-Dec-2018	Done
5	that the Financial Planning Committee forward the Financial Planning Committee Report to Trust Council as presented.	Julia Mobbs	06-Dec-2018	Done

Follow Up Action Report

04-Dec-2018

No	Activity	Responsibility	Target Date	Status
1	that the Financial Planning Committee forward the budget documents included in Section 4.1 "Draft 2019/20 Proposed Budget Revised" to Trust Council as amended.	Julia Mobbs	07-Dec-2018	Done
2	that Financial Planning Committee approve the amended wording of Policy 7.2.1 Trustee Remuneration and forward the amended policy to Trust Council for approval.	Julia Mobbs	07-Dec-2018	Done
3	that Financial Planning Committee forward the March 31, 2018 Allocated Financial Statements with the additions of Bowen Island Municipality allocations, and an adjustment to show special property tax requisitions separately, to Trust Council as amended.	Julia Mobbs	07-Dec-2018	Done
4	that Financial Planning Committee endorse the Executive Committee's decision around trustee laptops.		07-Dec-2018	Done

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	January 21, 2019
From:	**Julia Mobbs, Director** **Administrative Services**	**Date Prepared:**	January 20, 2019
SUBJECT:	**Changes to the Draft 2019/20 Budget**		

PURPOSE:

To inform the Financial Planning Committee (FPC) of changes made to the draft 2019/20 budget since it was last reviewed.

BACKGROUND:

Since FPC met in December and reviewed the Draft 2019/20 Budget, the following activities have taken place:

- **The proposed budget was presented to Trust Council at their January 2019 meeting;**
  - No changes to the draft 2019/20 budget were proposed by Trust Council during their review.

- **The BC Assessment Non-Market Change (NMC) reports have been made available;**
  - A NMC of 0.99% is reported by BC Assessment. The draft 2019/20 budget reviewed by FPC and Trust Council reflected an anticipated 1.0% NMC. The impact of this change is a reduction in revenues of $650. The budget has not been updated for this minor and retains a value of 1.0% for the NMC.

- **The BC Assessment Converted Net Taxable Values have been made available;**
  - This information is used internally to allocate specific revenues and expenditures across different Local Trust Areas (LTAs). For budget purposes, it is used to generate the percent of total Islands Trust Area assessed values that Bowen Island (BIM) makes up. This figure is used in the calculation of the BIM tax levy.
  - Based on this information, BIM makes up 18.66% of the total assessed values for Islands Trust. The percentage used in the previously reviewed draft 2019/20 budget was 18.72%. The slight decrease in percentage reduces the anticipated BIM levy by $1,136 (from $332,577 to $331,441).

- **Updated project information;**
  - New information has been received indicating our intended purchase of LiDAR data for mapping purposes is behind schedule, and will be pushed from the current fiscal year into the next fiscal year. Consequently, $17,000 of planned spending in the current year will not take place, will remain unspent, and will be put into surplus at the end of the fiscal year. The 2019/20 budget will see an increase in expenditure by $17,000 for the delayed purchase, which will be funded by the carryover surplus funds.

The above changes are not currently reflected in the public consultation materials attached to this agenda.

ATTACHMENT(S):

1. BC Assessment Non-Market Change report
2. Net Converted Assessments Summary

FOLLOW-UP:

Further changes to the draft 2019/20 budget are likely to be made when the following information is received:

- Completion of the Q3 Actual Financial results and Q3 Forecasted Financial results;
- Receipts of Public Feedback on the current draft budget;
- Receipt of the updated Victoria Office Renovation timeline, by project phase, which will determine if any funds will be required in fiscal 2019/20 to complete the project.
- Other follow-up as directed by FPC.

Prepared By: Julia Mobbs, Director, Administrative Services
Prepared By: Russ Hotsenpiller, Chief Administrative Officer

BC ASSESSMENT

NMC Roll Comparison by Property Class

Printed Date: 13/Dec/2018

2019 Net General Taxable Values

Completed Roll run on 08/Dec/2018

Area 01 - Capital
Jurisdiction 764 - Gulf Islands Rural

NMC by Neigh
NMC Detail

Property Class	2018 Cycle 9	2019 Completed	NMC Land	NMC Impr	NMC Total	% Chg Due to NMC	% Chg Due to Market	% Chg
Res Vacant	$412,955,758	$477,793,528	-$25,920,500	$0	-$25,920,500	-6.28%	21.98%	15.70%
Res Single Family	$5,374,080,946	$5,965,938,936	$30,614,563	$43,811,103	$74,425,666	1.38%	9.63%	11.01%
Res ALR	$127,067,570	$194,194,301	$8,887,800	$0	$8,887,800	6.99%	45.83%	52.83%
Res Farm	$0	$0	$0	$0	$0			
Res Strata	$103,592,000	$113,065,300	$0	$0	$0	0.00%	9.14%	9.14%
Res Other	$151,364,325	$165,595,362	-$518,800	-$2,140,503	-$2,659,303	-1.76%	11.16%	9.40%
01 - Residential Total	**$6,169,060,599**	**$6,916,587,427**	**$13,063,063**	**$41,670,600**	**$54,733,663**	**0.89%**	**11.23%**	**12.12%**
02 -Utilities	$12,864,413	$13,758,813	$0	-$38,400	-$38,400	-0.30%	7.25%	6.95%
03 -Supportive Housing	$0	$0	$0	$0	$0			
04 -Major Industry	$0	$0	$0	$0	$0			
05 -Light Industry	$3,065,000	$5,904,800	$211,700	$2,107,000	$2,318,700	75.65%	17.00%	92.65%
06 -Business And Other	$174,480,786	$194,777,636	$3,233,364	$3,173,536	$6,406,900	3.67%	7.96%	11.63%
07 -Managed Forest Land	$7,100,100	$7,749,800	-$13,000	$0	-$13,000	-0.18%	9.33%	9.15%
08 -Rec/Non Profit	$17,393,400	$19,538,300	$104,600	$44,300	$148,900	0.86%	11.48%	12.33%
09 -Farm	$4,726,336	$4,429,503	-$300,766	$0	-$300,766	-6.36%	0.08%	-6.28%
S.644LGA/398VC	$0	$0	$0	$0	$0			
Total All Classes	**$6,388,690,634**	**$7,162,746,279**	**$16,298,961**	**$46,957,036**	**$63,255,997**	**0.99%**	**11.13%**	**12.12%**

The numbers on this report will remain static as of the Completed Roll non-market change cutoff date (December 6, 2018).

Non Market Change (NMC) Reasons (value*BC*)

Note: If there is more than one reason for a property, only one reason will be reported. The following is the hierarchy for reporting and a short description of each.

Boundary Extension:	Jurisdiction change, usually the result of a municipal incorporation or annexation
Property Class Change:	A change in property class i.e. from Residential to Commercial
Exemption Status Change:	A change in exemption status i.e. taxable to non taxable or vice versa
Additions or Deletions:	Adding a new folio or deleting a folio. A subdivision would result in an Add for the new folios and either an Inventory Change or a Deletion of the parent property depending on how the subdivision was processed.
Inventory Change:	A modification of data that is not related to market shifts that will cause a change to the value of a property i.e. new construction
Zoning Change:	Change in property zoning

Draft Budget 2019/20
Summary of Converted Assessed Values
To be updated in January of each year, based on December assessment data.
Updated: 1/20/2019

LTC	2018	% of Total	% of LTC Total Only		*$ Change from PY*	*% Change from PY*
Denman	42,455,180	3.0%	3.7%		*3,720,807*	*9.6%*
Gabriola	156,936,551	11.1%	13.7%		*15,364,683*	*10.9%*
Galiano	76,403,889	5.4%	6.7%		*6,866,192*	*9.9%*
Gambier	72,329,492	5.1%	6.3%		*3,742,415*	*5.5%*
Hornby	58,984,847	4.2%	5.1%		*2,486,938*	*4.4%*
Lasqueti	17,382,387	1.2%	1.5%		*1,617,129*	*10.3%*
Mayne	78,559,644	5.6%	6.9%		*9,099,820*	*13.1%*
North Pender	119,919,628	8.5%	10.5%		*16,286,650*	*15.7%*
SaltSpring	453,275,313	32.1%	39.5%		*38,634,051*	*9.3%*
Saturna	27,322,769	1.9%	2.4%		*1,130,525*	*4.3%*
South Pender	17,475,675	1.2%	1.5%		*1,048,885*	*6.4%*
Thetis	24,931,112	1.8%	2.2%		*2,171,134*	*9.5%*
Exec Islands	857,985	0.1%	0.1%		*22,440*	*2.7%*
LTC Total	**1,146,834,472**	**81.3%**	**100.0%**	99.9%	*102,191,669*	*9.8%*
BIM	263,103,060	**18.66%**	*to Bowen Calculation sheet*		*22,434,026*	*9.3%*
Total Islands Trust Area	**1,409,937,532**	**100.0%**			*124,625,695*	*9.7%*

BRIEFING

To: Financial Planning Committee **For the Meeting of:** January 21, 2019

From: Clare Frater, Director Trust Area Services **Date prepared:** January 18, 2019

SUBJECT: **PUBLIC CONSULTATION DOCUMENTS - PROPOSED 2019/20 BUDGET**

DESCRIPTION OF ISSUE:
The purpose of this briefing is to provide Financial Planning Committee with the public consultation documents related to the proposed 2019/20 budget for their review and feedback.

BACKGROUND:

The Financial Planning Committee has the responsibility to co-ordinate an effective annual budget process, which includes designing the process for public input on the draft budget.

On November 21, 2018 the Financial Planning Committee approved a project charter with the following objectives: Create consultation materials that are informative and provide background/context to questions, provide engagement opportunities that solicit public input on community priorities and service levels, including possible online town hall, and improve public engagement and quality of feedback.

On December 4, 2018, the Financial Planning Committee was given, for feedback and comment, a draft of the new-style of budget survey, which provided more detailed background information on the Trust's areas of activities and more clearly linking policy ideas to the budget than has been done in the past. The goal is to create a survey that was more engaging and informative for the public. In light of comments from the committee, staff continued to refine the content of the survey and it is presented here in its final draft form for final comment.

Unlike last few years, where a dedicated brochure was created, all the basic budgetary information and highlights will be available on the Islands Trust website (and repeated within the body of the survey). The website will also contain information on how the public can complete the survey, alternative methods for commenting, as well as how to receive the survey and budget documentation in paper form if they wish.

This is the Financial Planning Committee's opportunity to request changes to the content of the public consultation package, as well as clarify expectations with respect to staff's response to the public input received.

ATTACHMENT(S):

1. Project charter
2. Advertising plan
3. Sample print advertisement
4. Draft survey

AVAILABLE OPTIONS:

1. Receive for information
2. Request changes to the content of the public consultation process, survey or the advertising plan.

FOLLOW-UP:

The attached materials will be made public on Friday January 22, 2018. Staff will return to Financial Planning Committee's February 21, 2018 meeting with the results of the consultation.

Prepared By:	Clare Frater, Director, Trust Area Services
Reviewed By/Date:	Julia Mobbs, Director, Administrative Services Russ Hotsenpiller, Chief Administrative Officer

2019-2020 Budget Public Consultation Project Charter- Draft

Purpose Develop a 2019-20 budget public consultation program that provides background on the work of Islands Trust and the budget process, is visually-appealing, clear, concise, and makes it easy for the public to respond.

Background The Financial Planning Committee is responsible for the annual coordination of an effective budget process, which includes public consultation. The last three public consultations on the budget have featured a designed information sheet with graphics with feedback solicited through an online survey and e-mail. This year, staff propose to provide most, if not all, of the budget information in the preamble to survey questions and to broaden the types of questions asked.

Objectives

- Create consultation materials that are informative and provide background/context to questions.
- Provide engagement opportunities that solicit public input on community priorities and service levels , including possible online town hall.
- Improve public engagement and quality of feedback.

In Scope

- Review previous experience
- Develop consultation materials
- Promote consultation in print and online advertising, and via Twitter
- Develop social media graphics for trustee use
- Respond to questions that arise during consultation.

Out of Scope

- Town halls in each local trust area/ Bowen (except SWIPPA focussed town hall on Salt Spring Island)

Workplan Overview

Deliverable/Milestone	Date
• Draft consultation material content to FPC for review/comment	• December 4 (pending)
• Liaise with graphic designer to design public consultation materials	• December 2018
• Trust Council to review and possibly amend draft budget	• January 15-16, 2019
• Launch 2019-2020 budget consultation (after amending materials if required)	• January 21, 2019
• Close 2019-2020 budget consultation and update website	• February 11, 2019
• Consultation input to FPC for consideration/forwarding to Trust Council	• February 21, 2019
• Trust Council reviews input and adopts 2019-20 budget	• March 14, 2019
• Issue news release about 2019-20 adopted budget and update website	March 14, 2019

Project Team

Director, TAS	Project Manager
Communications Specialist	Content
Director, Administrative Services	Approve content and liaison with FPC

Approved by:
Clare Frater, DTAS
Date: Nov 16, 2018

Endorsement:
Resolution #:
Date:

Budget

Budget Source: communications budget

Item	Cost
Graphic Design	$2,000
Advertising	$4,000
TOTAL	$6,000

Advertising Plan for 2019-2020 Budget Consultation

Media	Information	Type of Media	One insertion	Two insertions
Gulf Islands Driftwood	Published Wednesdays Deadline Wednesday before 2 p.m. Upcoming Deadlines: **Jan 23rd for Jan 30th issue** **Jan.30th for Feb 6th issue** Size of Ad: 4.04" w x 5.5"h	Weekly Print	Colour or BW: $433.45 (plus tax)	Colour or BW: $866.90 (plus tax)
Gabriola Sounder (circulation 2,800)	Published Wednesday Deadline Thursday before 3:00 pm Upcoming Deadlines: Jan. 25th for Jan. 30th issue. Feb. 1 for Feb. 6 issue. Size of Ads: 5"x8" Banner Ad (right hand side)	Weekly Print	BW: $237.60 (plus tax) Colour: $267.60 (plus tax) Banner: $80 per month / 2 week prorated	BW: $475.20 (plus tax) Colour: $535.20 (plus tax) Banner: $80 per month / 2 week prorated
Bowen Island Undercurrent	Deadline Monday by noon for Thursday issue Upcoming Deadlines: **Jan. 28th for Jan. 31st issue** **Feb. 4th for the 7th issue** Size of Ad: 6.83" w x 7" h	Weekly Print	Colour or BW: $245.07	Colour or BW: $441.12 (includes 10% discount on booking two ads or more)
Island Grapevine (circulation 550 on Hornby, 670 on Denman)	Deadline Monday by midnight for Thursday issue (weekly) Upcoming Deadlines: **Jan.28 for Jan. 31st issue** **Feb 4th for Feb. 7th issue** Size of Ad: 2 by 4	Weekly Print		BW: $291.14

Salt Spring Exchange	Deadline Friday, January. 18th, 2018 Upcoming Deadlines: January 22nd to February 11th Size of Ad: Leaderboard Ad – 728 x 90 pixels (File size must be less than 100kb)(Ad is placed at the very top of site in rotation with other ads for one month)	Online		Colour - $420.00 (pay invoice before ad goes up)
The Flagstone (Denman)	Deadline the Friday before; Generally prints every 3rd Friday of every month. Size of Ad: 4”x5”	Monthly Online via pdf /Print	BW: $30	
The Active Page (Galiano)	Due Friday, January 18th, 2018 for February Issue Size of Ad: 3.75” x 4.75”	Monthly Print	BW: $71.65	
The First Edition (Hornby)	No response.	Print (No online presence)		
Our Isle and Times (Lasqueti)	Deadline January 31st, 2019 for February Issue Size of Ad: TBC	Monthly Online/ Print	BW or Colour: $10.00	
The Mayneliner (Mayne)	Deadline Friday, January 18th, 2018 for February Issue Size of Ad: 3.625” x 4.75”	Monthly Print	BW or Colour: $59.00	
Pender Post	Deadline Friday, January 18th, 2018 for February Issue Size of Ad: 4.912 inches wide by 4.66 inches high	Monthly Print	BW: $40.00	
Saturna Scribblier (Saturna)	Deadline January 25th, 2019 for February 1 issue Size of Ad: 2 ¼ x 3 3/4" OR 4 ¾ x 1 ¾	Monthly Print	BW or Colour: $75.00	
TOTAL		**TOTAL**	$	$

		FINAL TOTAL		**$**

Print Publications
Monthlies: For February Editions
The Flagstone / Denman
The Active Page / Galiano
~~Coast Reporter / Gambier~~
First Edition / Hornby
Our Isle & Times / Lasqueti
The Mayneliner / Mayne
Pender Post / Penders
Saturna Scribblier / Saturna

Weeklies
Drfitwood / Salt Spring etc.
The Islands Grapevine / Denman & Hornby
Gabriola Sounder / Gabriola
Bowen Undercurrent / Bowen

We want your input!

2019/20 Islands Trust Budget

The Islands Trust Council is looking for your input on the proposed 2019/20 budget. Your comments will help the trustees make their decision when they set the budget in March.

Learn more about the budget and how to express your opinions (including via our online survey)—at:

islandstrust.bc.ca/budget

Deadline for comments is **February 11th, 2019.**

If you would like paper copies of the survey or any of the budget documentation, please call us at 250.405.5151 or via email, budget@islandstrust.bc.ca.

Islands Trust

Preserving and protecting the islands in the Salish Sea. Learn more about what we do at islandstrust.bc.ca.

Proposed Budget 2019/20 Consultation Materials for review by Financial Planning Committee

Introduction to Survey

We value your opinion and look forward to learning your ideas on what the Trust should be prioritizing for the upcoming fiscal year and how you believe we should be preparing for the future.

We are inviting your feedback on the Islands Trust Council's draft 2019/20 budget until Monday, **February 11th**.

All correspondence and survey results on the draft budget is shared with Islands Trust's Financial Planning Committee. The Financial Planning Committee incorporates public input in developing their budget recommendations to the Islands Trust Council. Trust Council will also see all correspondence and survey results.

If you would like to learn more about the Islands Trust and its activities and accomplishments to date, consider reviewing Annual Reports from previous years.

Please be advised that the proposed budget numbers are draft only, and are subject to change before final approval by Trust Council at its next quarterly meeting on Gabriola Island, from **March 12–14, 2019.**

Please note:

Personal information gathered through this survey is subject to the Freedom of Information and Protection of Privacy Act. Enquiries about the collection or use of information in this survey can be directed to the Islands Trust's Legislative Services Manager at 250.405.5188.

The Islands Trust will not collect, use, or disclose personal information using SurveyMonkey. Please be aware, however, that IP addresses are collected by SurveyMonkey itself. Although this survey is voluntary and not required, we encourage your response. Please do not provide any third-party information (i.e. don't talk about others) in your responses to the survey.

Once you've started the survey, please use the "previous" and "next" buttons to move between pages. If you use your web-browser's back button, you may lose whatever you've already entered. If you need to pause and come back later, the survey should remember your earlier entries.

There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

Proposed Survey Content/Questions

Tell us about yourself

QUESTION 1. Please indicate your age

12-24

25-39

40-59

60-79

80+

QUESTION: **Which island or local trust area do you feel most connected with? (You can select more than one.)**

- ☐ Bowen
- ☐ Denman
- ☐ Gabriola
- ☐ Galiano
- ☐ Gambier
- ☐ Hornby
- ☐ Lasqueti
- ☐ Mayne
- ☐ North Pender
- ☐ Salt Spring
- ☐ Saturna
- ☐ South Pender
- ☐ Thetis
- ☐ The entire Islands Trust Area

Other / fill in what

Proposed Budget 2019/20
45 years of preserving & protecting the islands in the Salish Sea

Text box:
"I greatly appreciate the ongoing dedication of the Trust staff and elected officials in fulfilling the legislative purpose of preserving and protecting the trust area and its unique amenities and environment for the benefits of residents and of all British Columbians.

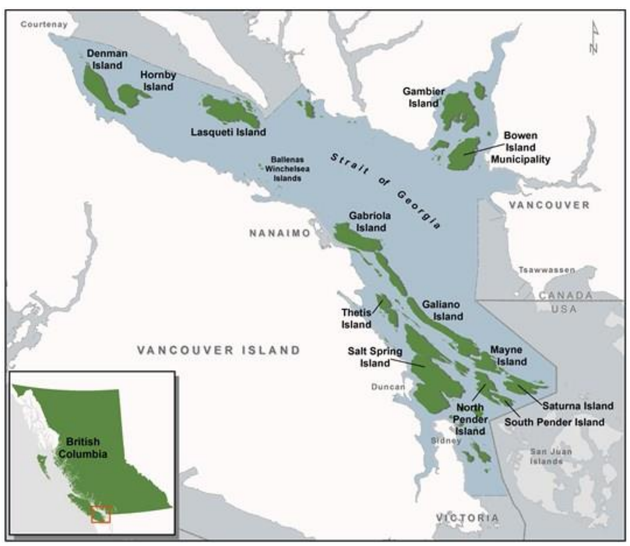
I'd also like to recognize the Trust's commitment to focusing its approach for improved relations with the many First Nations with interests in the lands and waters of the trust area. In seeking to move beyond formality and having meaningful interactions with First Nations that are rooted in a sincere and genuine relationship of mutual respect, the trust is helping to advance reconciliation."

The Honourable Selina Robinson, Minister of Municipal Affairs and Housing, October 2018

What is the Trust Area?

Embed link to Trustee video:

https://www.youtube.com/watch?v=TvKxSJ7sLAQ&t=1s



In the 1960s, the Gulf Islands faced enormous development pressures. Dense, suburban-style subdivisions were being developed or planned which had the potential to forever change the rural character and ecology of the islands. To ensure these forces did not overrun the islands, the provincial government created the Islands Trust in 1974.

The Trust was given the mandate to preserve and protect, for the benefit of all British Columbians, the natural environment, and the rural character of the 450 islands that make up the Trust Area. The core philosophy of the organization is reflected in the name: a recognition that the islands are held in trust and that it's the responsibility of all of us to steward this unique landscape for future generations.

The Islands Trust works to preserve and protect the islands in the Salish Sea through efforts to achieve the following goals:

- Fostering the preservation and protection of the region's ecosystems;
- Ensuring that human activity and the scale, rate, and type of development are compatible with maintaining the integrity of those ecosystems;
- Sustaining island character and healthy communities.

That the islands in the Salish Sea continue to be celebrated around their world for their natural beauty, rural character, and critical ecosystems is a testament not just to the work of the Islands Trust, but also to the local communities and organizations we partner with to meet our mandate.

Yet the pressures we face—with climate change, increasing population growth in nearby urban centres, and more industrial shipping passing through the heart of the region—are more intense and complex than they were 45 years ago when the Islands Trust was born.

QUESTION: What do you think are the top three challenges facing your island that Trust Council should consider taking action on? Answer in the box below.

QUESTION: What do you think are the top three challenges facing the Islands Trust Area that Trust Council should consider taking action on? Answer in the box below.

Highlights of the Proposed 2019/20 Budget

Presenting a balanced budget is a legislated requirement for Islands Trust, meaning planned revenues and planned spending must agree. In situations where planned spending is higher than planned revenues, additional funding must be sought, typically by way of a tax increase or a draw from surplus funds. In the 2018/19 budget, Trust Council chose to draw heavily on surplus funds to balance the budget ($605,000). In the proposed 2019/20 budget, Trust Council is proposing to draw less funds from surplus ($249,000) and fund the remaining balance via a tax increase of 2.0%. This ensures the surplus fund remains healthy for future and contingent expenditures.

- 3.00% decrease in total expenditures from the 2018/19 budget
- 59% decrease in the amount to be pulled from the General Revenue Surplus Fund
- 2.0% projected tax increase overall for the Islands Trust Area (excluding Bowen Island Municipality)
- 13.2% projected increase in Bowen Island Municipal tax levy[1]
- 2.0% wage increase for all union staff per the BCGEU Collective Agreement
- 1.95% increase in expenses to pay for the newly legislated provincial health tax

[1] Before Bowen Island's incorporation as an island municipality, the province included a formula in the Islands Trust Act (sec. 47 (6)) to calculate the amount to be requisitioned from an island municipality for the cost of operations of Trust Council and the Islands Trust Conservancy. The proposed budget would result in a Bowen Island Municipality tax contribution of $293,463, an increase of $50,783 (17.3%).

- Reduced draw from surplus from 2018/19 budget
- 2.0% increase to trustee remuneration (per the *Policy 7.2.1 Trustee Remuneration* and anticipated CPI increase for 2018). [2]

Where your tax dollars would go

The work of the Islands Trust can be broken down into three broad categories:

- **Local Planning Services / Local Trust Committees** 71% ($5,630,000), Ongoing maintenance of official community plans (20 in place), processing of development applications such as rezoning and development permits, community information meetings about land use planning, public hearings on proposed bylaws, and enforcement of bylaws
- **Trust Council / Regional** 18% ($1,381,000) Trust Area-wide policy, Trust Council and council committee meetings, finance, information services, communications, advocacy, strategic planning, and intergovernmental relations
- **Islands Trust Conservancy / Conservation** 11% ($871,000) Protecting land through conservation covenants and nature reserves

The draft budget is based on the assumption that existing service levels will be maintained and that Islands Trust will proceed with the following initiatives:

- Funds allocated towards Strategic Plan project work to be undertaken by Trust Programs Committee and Local Planning Committee over the course of the year ($50,000)
- Community, First Nation, and referral agency engagement for the Policy Statement[3] amendment project (carry forward of $30,000 in previously unspent funds)
- Community engagement on potential *Islands Trust Act*[4] amendments ($15,000)
- Islands Trust digital and online communications/engagement improvements (e.g. new website(s), apps, engagement software) (up to $115,000)
- Electronic document management and photo management projects ($20,000)
- Continuation of the Salt Spring Island Watershed Protection Authority funded by a special property tax requisition levied in the Salt Spring Island Local Trust Area ($98,500)

The draft budget will also support the following staffing changes:

- New temporary staff position, Covenant Monitoring and Outreach Specialist ($84,091)[5]
- One-year extension of the Freshwater Specialist staff position ($103,137)[6]

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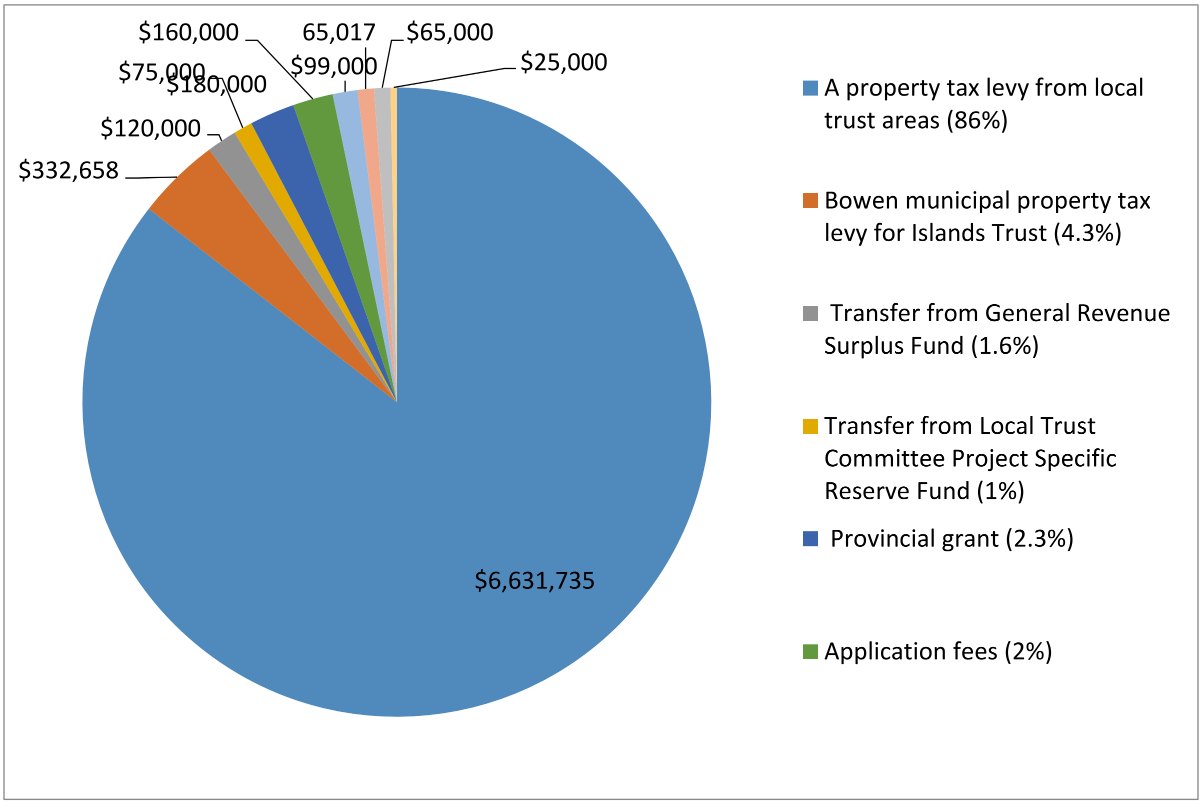
[2] To be verified by Stats Canada in December 2018.
[3] Include pop-out or text box with definition of Policy Statement.
[4] Include pop-out or text box with definition of Islands Trust Act.
[5] Cost includes salaries, benefits, travel expenses, mobile expenses, computer hardware, and training costs.
[6] Cost includes salaries, benefits, travel expenses, mobile expenses, computer hardware, and training costs.

Revenue

For the coming fiscal year, the Islands Trust is proposing that funding come from the following sources:



In order to limit the 2019/20 tax increase to 2%, and to continue to offer the services and programs requested by islanders and required by the Province, the Islands Trust is proposing to take $174,000 from the General Revenue Surplus Fund. This would leave the General Revenue Surplus Fund at $1.9 million (approx. 101% of the recommended minimum balance per Policy).

QUESTION: Thinking about the Islands Trust budget, which of the following budget principles do you support? [SELECT ONE and please explain your choice]

- ☐ Increase taxes to add a new program or to improve / increase existing services or programs (e.g. more advocacy, more bylaw enforcement or new long-term planning to adapt to changes in the Islands Trust Area).
- ☐ Keep taxes the same. Maintain staffing, services and programs at current levels.
- ☐ Keep taxes the same but decrease spending in some areas while increasing spending in other areas.
- ☐ Decrease taxes by reducing services and programs from current levels.
- ☐ Don't know / other.

Please explain your choice. If you are in favour of decreasing or increasing spending, which areas of service/work would you choose to add/remove/increase?

Changes to Local Planning Services

Local Planning Services (LPS) provides all land use planning functions for the 12 local trust committees. In 2018, the Islands Trust undertook a review of the way we deliver planning services. Based on that review, and with the support of Trust Council, we will move towards implementing changes to the current staff structure and remove the assignment of specific planners to specific islands and assign them either to a **Long Range Planning Team** that will undertake proactive project work for local trust committees or a **Development Application Team** that will process applications.

By being more strategic and making better use of available resources, the new structure is designed to improve resilience, efficiency, and effectiveness, by allowing us to:

- update, on a regular rotational basis, all 20 official community plans in the Islands Trust Area;
- undertake regional planning issues—that is issues that impact on more than one LTC—more effectively;
- develop specialisations in specific planning areas, such as agricultural, climate change, marine, and affordable housing; and
- increase resources to the Local Planning Committee.

It is always a trade-off balancing resources to be proactive on issues such as housing, climate change, freshwater, and environmental protection, as well as processing development applications from individuals and businesses wishing to develop or amend the zoning on their properties.

QUESTION: With this in mind, please rank the following statements on a scale of 1-5 (1 being not important, 5 being very important):

☐ Development applications should be processed quickly
☐ Official Community Plans should be reviewed by communities at least every 5-8 years
☐ Local trust committees should undertake more proactive, long-term planning
☐ Where appropriate, different local trust committees should work together on issues they have in common with each other
☐ Freshwater is very important and more work should be done to protect island water supplies

QUESTION: Do you have any thoughts you'd like to share on the priorities for Local Planning Services and how we should organize resources to better support them? Answer in the box below.

Application fees

Approximately 71% ($5,635,852) of the overall draft budget is allocated to Local Planning Services, which includes the administration costs associated with the service area. Approximately 60% of this amount ($3,254,341) covers core operating costs, such as, local trust committee meetings, dealing with enquiries and referrals, undertaking local trust committee project work, and supporting the regionally-based Local Planning Committee. The balance—approximately 40% ($2,252,000)—covers the cost of processing development applications, such as rezoning and development variance permits.

Despite the high cost of processing applications, fees collected from applicants make up only 2.1% of total planned revenue in the proposed 2019/20 budget. Put another way, approximately 7.1% of the cost to process development applications comes from the actual fees paid by applicants themselves.

An argument can be made that an increase in application fees is long overdue to meet the current reality of development pressure in the Trust Area. However, one consideration to keep in mind is that higher fees could, in turn, lead to higher incidents of individuals proceeding with development without first seeking planning permission by way of filing an application, thereby risking bylaw enforcement action and environmental damage.

Another factor to consider is that application fees are not consistent across the entire Trust Area, as each local trust committee sets their own application fees independent of one another.

QUESTION: If Trust Council and local trust committees were to discuss changes to application fees, which principles do you think should inform their decision? Which statement best reflects your point of view on the topic?

- ☐ Development application fees should cover the full cost of processing an application.
- ☐ Development application fees should cover the majority of the costs of processing an application (>50%).
- ☐ Development application fees should cover a minority portion of the costs of processing an application (<50%).
- ☐ Development application fees should be kept low to encourage landowners to apply.

QUESTION: Thinking further about application fees, what are your perspectives on the following:

- ☐ Fees should increase annually in line with inflation.
- ☐ Fees should be consistent across the Trust Area.
- ☐ Fees for applications by government agencies or not for profit organisations for initiatives that have community benefit, including affordable housing, should be sponsored.

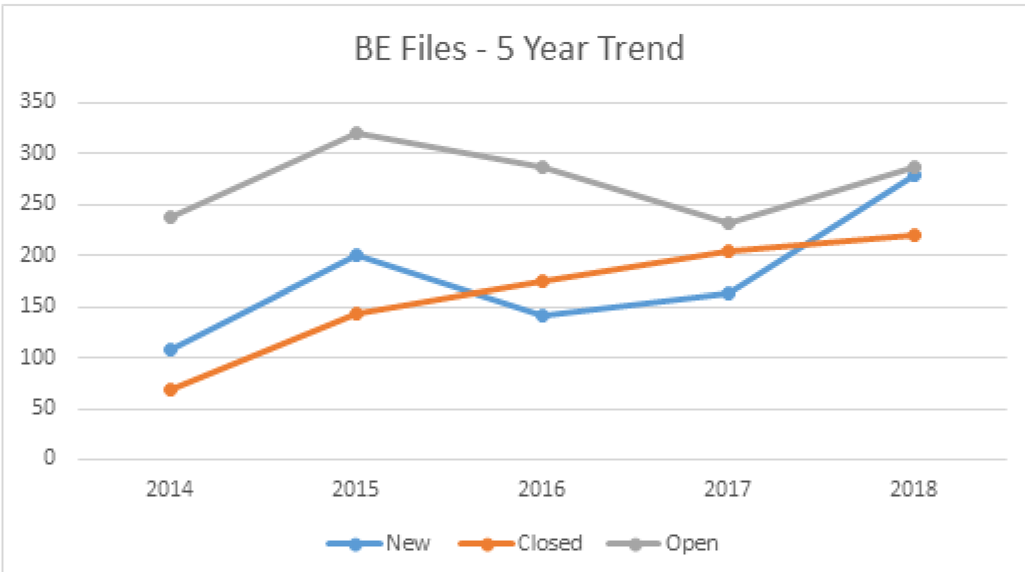
Bylaw Enforcement

Enforcement actions are primarily triggered when the Islands Trust receives complaints from community members that individuals or corporations may not be complying with the land use regulations that their locally-elected representatives have adopted. Efforts are then made to investigate complaints, educate violators and obtain voluntary compliance with a community's bylaws. In most cases, violators have a variety of options, including ceasing or amending their operations, or applying for variances or required permits. Islands Trust staff estimate that more than 95% per cent of its bylaw investigation files are resolved before legal action is required.

Although bylaw enforcement is mostly complaint driven some proactive enforcement is undertaken on specific issues at the direction of local trust committees (most notably recently on some islands with short-term vacation rentals).

Despite an increase in the number of enforcement files, the bylaw enforcement budget has only increased 6% since 2014/15 and is proposed to remain the same for this year.

Please note: the steady increase of bylaw enforcement over the years is due to more proactive investigations rather than an increased number of complaints.



QUESTION: What do you think of the principle of complaints-based bylaw enforcement? Would you rather see Trust Council provide more proactive bylaw enforcement?

- ☐ I support a largely complaint-based enforcement system
- ☐ I support a system of more proactive enforcement, with officers looking for potential bylaw violations

If you are in favour of more proactive enforcement, what types of infractions would you like bylaw officers to focus on:

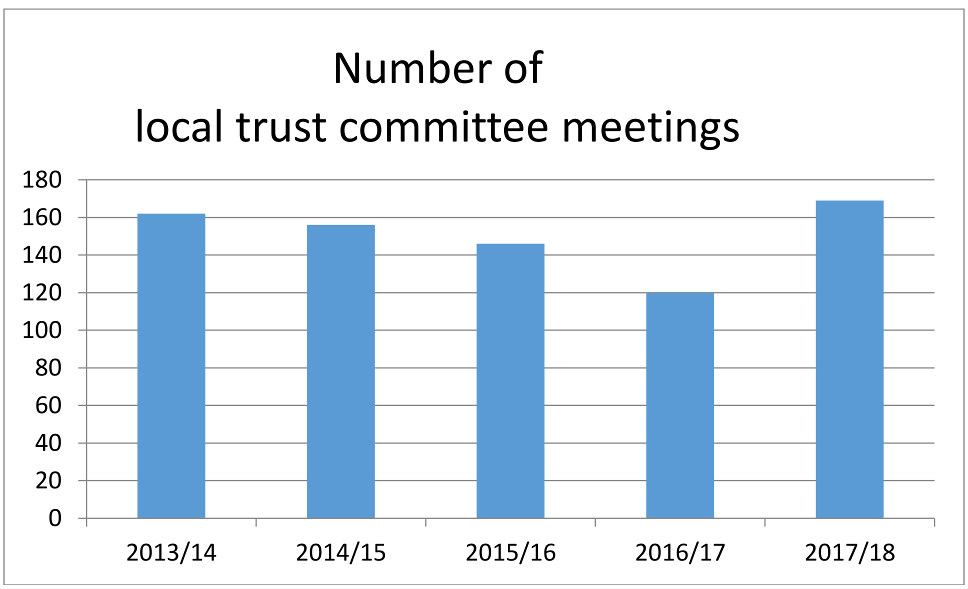
- ☐ Short-term vacation rentals
- ☐ Damage to shorelines from unlawful activity
- ☐ Damage to sensitive ecosystems from unlawful activity
- ☐ Other

How the Trust Engages with You

What does your local trust committee do to preserve and protect your island?
• Regulate development and use of land • Develop, adopt and implement Official Community Plans & Land Use Bylaws through community consultation • Respond to land use applications

The Islands Trust Policy Statement—which defines the policies and goals of the Islands Trust— states that: *individuals should have the opportunity to participate in local planning and to work with other members of the community and the trustees to develop official community plans and bylaws that address local needs and support the object of the Islands Trust.* To meet this goal, the Islands Trust works to be as transparent and consultative as possible, both in person and online.

To give a sense of the scope of the local work of Islands Trust, below is the total number of meetings for all local trust committee areas for the previous five fiscal years; these numbers include regular business meetings, special meetings, community information meetings, and public hearings. The numbers do not include meetings of the Islands Trust Council or its three committees or the Islands Trust Conservancy Board.



QUESTION: Have you attended a meeting organized by your local trust committee in the last 12 months? YES / NO

QUESTION: If you haven't but would like to, what have been the barriers to your attending? What could we change to make meetings more accessible for you?

QUESTION: If your local trust committee were to offer a semi-regular "open house" for a general discussion and information sharing, would you be interested in attending?

It is not always convenient for the public to attend meetings in person and increasingly trustees and staff are hearing that public would like Islands Trust to make more effective use of online and digital engagement tools, including services like webinars, online surveys, and digital platforms that replicate town hall or open house type events.

QUESTION: Would you support allocating resources to develop additional online or digital methods for public engagement on the islands? YES/NO

- If yes, do you have any thoughts on the sorts of engagement you would find most effective to work with?
- If no, why not?

Funding for Strategic Projects

At the beginning of each term, the Islands Trust Council develops a strategic plan that defines the work of Islands Trust for the following four years. As trustees were only recently elected, they have not yet had an opportunity to decide on the priorities that will form the basis of 2018-2022 Strategic Plan.

Trustees are always interested in hearing from the public about the priorities they feel should form part of the strategic plan.

For 2019/20 the draft budget includes $50,000 for strategic projects related to land use planning, advocacy, education, governance changes, corporate improvements, etc.

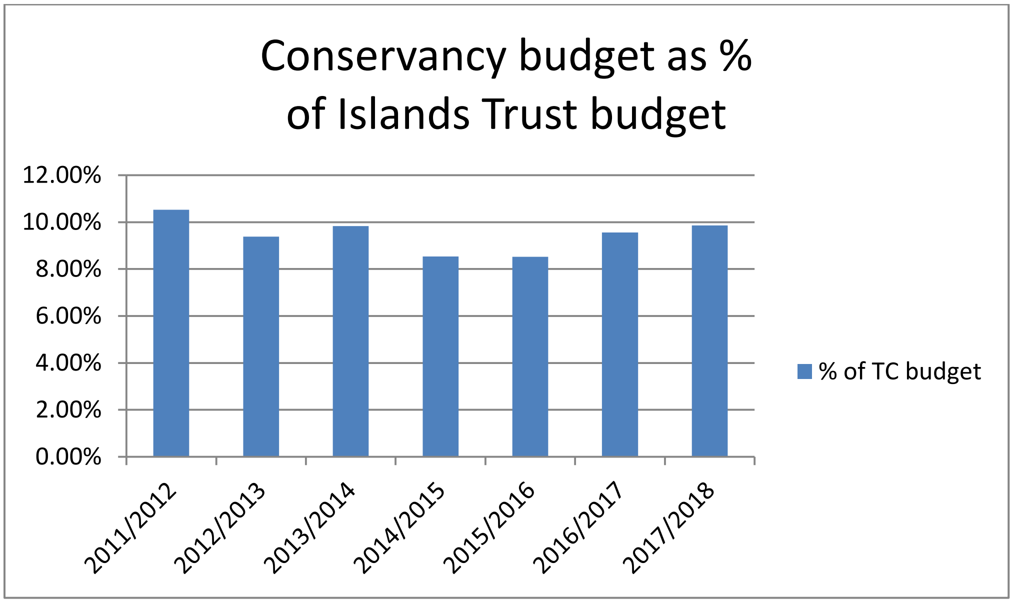
QUESTION: What topics would you support Trust Council in addressing with these funds in 2019/20? Rank the following five topics in order of your preference, to reflect which priorities are most important to you. (You can read the strategic plan objectives and strategies for 2014-2018 here (starting on page 8):

- Fill in blank with your priority #1
- Fill in blank with your priority #2
- Fill in blank with your priority #3
- Fill in blank with your priority #4
- Fill in blank with your priority #5
- I do not support funding for strategic projects

Islands Trust Conservancy

The mission of the Islands Trust Conservancy (ITC) is to protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area. ITC currently protects 1,292 hectares (3,191 acres) of ecologically significant land as nature reserves or conservation covenants, and promotes land stewardship through outreach and collaboration with others. Last year, the conservancy's name was changed from the Islands Trust Fund, in order to more clearly represent the work that it undertakes.

Over the last five years, the Conservancy budget has remained less than 10% of the Islands Trust budget. (Please note: Trust Council funding is not used for the purchase of land or covenants, which are acquired through donations and/or fundraising)The Islands Trust Conservancy Board recently adopted a Regional Conservation Plan to guide its work and this year, the Minister of Municipal Affairs and Housing signed a five year plan for the Conservancy.



QUESTION: Would you like to see increased resources made available to support the Islands Trust Conservancy, Yes or No.

Share any thoughts you might have, in the box below.

QUESTION: on a scale of 1-5, how much do you value each of these activities:

- ☐ outreach to island communities about the importance of nature conservation on their islands
- ☐ increased protected lands in your local trust area
- ☐ more active property management (e.g. restoration of damaged areas, management of species at risk and maintenance of existing recreational features)
- ☐ Fundraising to support island conservancy projects.

The Islands Trust Area

The only place where your local government representatives have a mandate that focuses on protection rather than development

QUESTION: How did you hear about this survey? (You can select more than one answer.)

- ☐ Email from the Islands Trust
- ☐ Islands Trust website
- ☐ Newspaper article
- ☐ Local trustee
- ☐ Community blog or website (non-Islands Trust)
- ☐ Community bulletin board
- ☐ Facebook, Twitter, or other social media
- ☐ Word of mouth
- ☐ Newspaper or online ad
- ☐ Other / please fill in

QUESTION: How do you prefer to receive information from the Islands Trust? Select all that apply.

- ☐ Local newspaper
- ☐ Email from the Islands Trust
- ☐ Direct mail from the Islands Trust
- ☐ Islands Trust website
- ☐ Facebook, Twitter, or other social media
- ☐ Community bulletin boards
- ☐ Meetings of the local trust committee
- ☐ Other (please specify)

At any time, if you would like to give feedback related to the work of the Islands Trust, please provide it here: islandstrust.bc.ca/connect/share-your-ideas. To connect with the Islands Trust Conservancy and the work that they do, please head here: http://www.islandstrustconservancy.ca/contact-us.aspx

Want to stay up-to-date with the Islands Trust? Join one or more of our subscriber services. Get updates about your local community or the entire Trust Area. Find out more on our website:

http://www.islandstrust.bc.ca/connect/stay-informed/subscribe-or-unsubscribe/

If you'd like to stay in touch with the Islands Trust Conservancy, then register for their subscriber service here:

http://www.islandstrustconservancy.ca/subscription/

Our discussion regarding the 2019-2020 budget was somewhat overwhelming for me given the amount of details, figures, and their implications. As a new trustee, not knowing the background for the decisions made by the previous Council, didn't improve my confidence. I envy Ms. Mobbs' ability to address these issues and report them with such clarity.

It seems natural and right for Council to focus on the numbers and be aware of the political risks involved in increasing taxes. What I felt was being missed, at times, was equal consideration of the value of the services those tax dollars represent. I also found the level of scrutiny of the requests for additional funds forwarded by staff out of balance with the scrutiny we directed to the expenses of Council, LTC's, and trustees'.

My suggestion to forego the $100 payment to Committee members attending online meetings, outside of reimbursement for expenses, was apparently misunderstood and I regret not being more clear. Some trustees interpreted my remarks to be underestimating the amount of work required, or undervaluing the effort, by Committee members. On the contrary. I was trying to point out that if we are concerned about costs to taxpayers, and initiate online meetings to save on travel expenses, it is contradictory to then pay Committee members for attending a meeting where no expenses are involved. The suggestion to donate the money misses the mark entirely because that would not reduce the budget.

That aside, if Committee members feel recognition for the hours spent reading and preparing for a meeting should be considered, then it strikes me that providing $100 - $150 for attending meetings is insufficient, particularly if they believe that without some remuneration, it limits working people or lower income persons from volunteering to serve. In this case, fair compensation is a separate issue and was not part of our deliberation about cutting costs. If remuneration for Committee members is a valid consideration, then I would welcome and support that discussion.

I believe Council should provide careful oversight to our budget and I am continually impressed with the quality of questions and insights but that should not be our only consideration. We are essentially a service provider and if we recognize our level or quality of service is falling below expectations, then we need to listen to staff's reasons, explanations, and possible solutions for improving those services. Refusing an additional planner for Salt Spring may serve to reduce our budget, but it does nothing to relieve the backlog of applications. Adding that planner, however, should not be considered the only solution.

I feel it is our job as trustees to ensure our planning services and programs are being administered in a professional and timely manner. It is our obligation to staff to rely on their advice when they make reasonable requests for help. We can not as trustees, continually expect staff to support our increasing demands to investigate and report on issues, implement a variety of projects, while at the same time ignore their requests for additional resources. We should consider the demoralizing effect this has and its relation to our high turnover of staff. If our workload requires more personnel and resources, then we must justify the necessary increase in taxes to our constituents. If we fail in that, we have solved nothing.