Financial Planning Committee
Agenda

Date:	Wednesday, May 29, 2019
Time:	10:30 am - 3:00 pm
Location:	Islands Trust Victoria Boardroom
	200-1627 Fort Street, Victoria, BC

5. BUSINESS

That the Financial Planning Committee approves the attached text (as amended, if required) for inclusion in the 2018/19 Annual Report for approval by Trust Council and submission to the Minister of Municipal Affairs and Housing.

That elections expense remain allocated to Council Services in the annual Financial Statements and in the annual Financial Plan.

E-mail from Mal Hoskin to Peter Luckham, Chair, Islands Trust re: Bowen Island

6. NEW BUSINESS

6.1 Natural Assets - Trustee RFD

Late item to be circulated upon receipt.

7. CLOSED MEETING

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

and staff attend the meeting.

8. RISE AND REPORT

9. NEXT MEETING

August 28, 2019

10. ADJOURNMENT

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

DRAFT

Financial Planning Committee
Minutes of Regular Meeting

Date:	**February 20, 2019**
Location:	**Oak Bay Community Centre** **1975 Bee Street, Victoria, BC**
Members Present	**Peter Grove, Chair** **Paul Brent, Vice-Chair** **Laura Busheikin, LPC Rep – by teleconference** **Peter Luckham, EC Rep** **Sue Ellen Fast, EC Rep – by teleconference** **Laura Patrick, EC Rep – by teleconference** **Dan Rogers, EC Rep** **Deb Morrison, TPC Rep – by teleconference** **Robin Williams, TFB Rep** **Tahirih Rockafella, Local Trustee**
Staff Present	**Julia Mobbs, Director Administrative Services** **Russ Hotsenpiller, Chief Administrative Officer** **David Marlor, Director Local Planning Services** **Clare Frater, Director Trust Area Services** **Nancy Roggers, Finance Officer** **Robert Barlow, Recorder**

1. CALL TO ORDER

The meeting was called to order at 10:30 a.m.

2. APPROVAL OF AGENDA

2.1 Introduction of New Items

None

2.2 Approval of Agenda

By General Consent, the Committee approved the agenda as presented.

3. ADOPTION OF MINUTES / COORDINATION

3.1 Minutes of Meetings – January 21, 2019

By General Consent, the minutes of January 21, 2019 were adopted as presented.

3.2 Follow up Action List

Director Mobbs provided an update on the follow up action list.

4. TRUST COUNCIL BUSINESS

4.1 December 31, 2018 Financial Report – RFD

FPC-2019-003
It was MOVED and SECONDED,
that Financial Planning Committee forward the December 31, 2018 Quarterly Financial Report to Trust Council as presented.

CARRIED

4.2 2018-19 Financial Forecast - Briefing

The briefing was reviewed by the Committee.

4.3 Finalize Draft 2019-20 Budget

4.3.1 Draft 2019-20 Budget Revisions since January 2019 meeting

The briefing was reviewed by the Committee.

4.3.2 Public Consultation Feedback - Briefing

The briefing was reviewed by the Committee. Acknowledgement was made as to the increase in number of responses from previous years and that the new format generated more feedback per respondent. Concern was expressed in regards to the value of the feedback considering that it is a small number of responses which are self-selected. Director Frater provided comments and will amend the briefing to highlight that the survey results are not statistically significant.

FPC-2019-004
It was MOVED and SECONDED,
that Financial Planning Committee forward the Public Consultation Feedback briefing to Trust Council as amended.

CARRIED

4.3.3 Discussion and Follow Up

The budget was discussed. There was no follow-up.

4.4 2019-20 Budget Recommendation to Trust Council

4.4.1 Draft 2019-20 Budget Session Outline

Received as is.

4.4.2 Draft 2019-20 Budget Assumptions and Principles

Received as is.

4.4.3 Draft 2019-20 Budget Overview

Received as is.

4.4.4 Draft 2019-20 Budget Detail

Received as is.

4.4.5 Draft 2019-20 Budget Funding Requests

4.4.5.1 Summary of 2019-20 Funding Requests

Received for information.

4.4.6 SSIWPA Tax Requisition Consultation – RFD

This RFD for Trust Council from the Salt Spring Island Local Trust Committee was received for information.

FPC-2019-00x
It was MOVED and SECONDED,
that Financial Planning Committee forward all agenda items in section 4.4 to Trust Council as presented/amended.

CARRIED

FPC-2019-005
It was MOVED and SECONDED,
that Financial Planning Committee recommend to Trust Council to approach the Province to increase funding.

CARRIED

4.5 Ministry Bylaws

4.5.1 Financial Plan Bylaw No. 176 - RFD

This RFD for TC was not discussed.

4.5.2 Revenue Anticipation Bylaw No. 177 - RFD

This RFD for TC was not discussed.

FPC-2019-00x
It was MOVED and SECONDED,
that Financial Planning Committee forward Financial Plan Bylaw No. 176 and Revenue Anticipation Bylaw No. 177 to Trust Council for approval.

CARRIED

4.6 Financial Planning Committee Work Program

FPC-2019-00x
It was MOVED and SECONDED,

that the Top Priorities list as presented be forwarded to the March 2019 Trust Council meeting.

CARRIED

5. BUSINESS

5.1 Bowen Island Municipality Tax Levy Analysis - Briefing

The briefing was received for information.

The meeting recessed at 12:10 p.m. and reconvened at 12:33 p.m.

6. NEW BUSINESS

None.

7. CLOSED MEETING

FPC-2019-006
It was MOVED and SECONDED,
that the meeting be closed to the public subject to Sections 90(1)(a) and (c) of the Community Charter in order to consider matters related to personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; and labour relations or other employee relations and that staff attend the meeting.

CARRIED

8. RISE AND REPORT DECISIONS FROM CLOSED MEETING

No items to report.

9. NEXT MEETING – May 29, 2019

The next meeting will be held Wednesday, May 29, 2019.

10. ADJOURNMENT

By General Consent, the meeting adjourned at 12:43 p.m.

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Peter Grove, Chair

Certified Correct

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Robert Barlow, Recorder

Islands Trust

Follow Up Action Report

Financial Planning Committee

29-Aug-2018

Activity	Responsibility	Dates	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	Target: 17-Oct-2018	Completed

21-Nov-2018

Activity	Responsibility	Dates	Status
1 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	Target: 06-Dec-2019	In Progress

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

Islands Trust

Top Priorities Report

Financial Planning Committee

1. *Conduct the 2018/19 Year-end Audit*	Responsible	Dates
COMPLETE 2018/19 year-end audit is complete. The draft Audited Financial Statements and Audit Findings Report will be reviewed by the Audit Committee/Financial Planning Committee at their May meeting, with approval for financial statement presentation to Trust Council at their June meeting.	Julia Mobbs	Rec'd: 20-Feb-2019 Target: 31-May-2019

2. *2018/19 Allocated Financial Statements*	Responsible	Dates
PLANNED Staff to prepare the 2018/19 Allocated Financial Statements (AFS) from the audited financial statements. FPC will review the AFS at their August meeting.	Julia Mobbs	Rec'd: 29-May-2019 Target: 28-Aug-2019

3. *Budget 2021: Draft 1*	Responsible	Dates
PLANNED Review Budget and Assumptions (BAP) document for Budget 2021 at the August meeting.	Julia Mobbs	Rec'd: 29-May-2019 Target: 28-Aug-2019

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	May 29, 2019
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	May 24, 2019

SUBJECT: **MARCH 31, 2019 AUDITED FINANCIAL STATEMENTS**

RECOMMENDATION:
That Financial Planning Committee receives the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets, and the Statement of Cash Flows for the year ended March 31, 2019, and forwards them to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Independent Auditor's report indicates that, in their opinion, the financial statements present fairly, in all material aspects, the financial position of the Islands Trust as at March 31, 2019.

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1 PURPOSE:
To present the audited financial statements for the Islands Trust to Trust Council for approval.

2 BACKGROUND:
The Audit Committee has reviewed the year-end audited financial statements and auditor's report with our auditors, KPMG LLP, and reported back to the Financial Planning Committee (FPC).

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None**.**

FINANCIAL: None**.**

POLICY: None**.**

IMPLEMENTATION/COMMUNICATIONS:
Once approved by the Islands Trust Council, the year-end audited financial statements and auditor's report will be forwarded to the Minister of Municipal Affairs and Housing as required by the *Islands Trust Act, S. 19* and made available to the public via the Islands Trust website.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Council Bylaw No. 172

Islands Trust Act S. 18 requires the Islands Trust appoint an auditor to audit the accounts and transactions of the Islands Trust Council and local trust committees, and requires that the auditor report to the Islands Trust Council and to the Minister.

5 ATTACHMENT(S):

- Islands Trust March 31, 2019 Audited Financial Statements

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee forward the Request for Decision, along with the Islands Trust audited financial statements for the year ended March 31, 2019 to Trust Council for approval at their June 2019 meeting.

Alternative: None.

Prepared By: Julia Mobbs, Director Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	May 29, 2019
From:	Nancy Roggers, Finance Officer	**Date Prepared:**	May 24, 2019

SUBJECT: **2018/19 FISCAL YEAR FINANCIAL RESULTS**

PURPOSE:
To provide an analysis of actual expenditures compared to budget for the fiscal year ending March 31, 2019.

BACKGROUND:
Financial performance for the fiscal year ending March 31, 2019, results in an annual surplus of $21,847 for Islands Trust. The annual budget anticipated a total transfer from accumulated surplus of $605,000, none of which was required due to the annual surplus position at year end. This has resulted in a total accumulated surplus balance as of March 31, 2019 of $2,871,270.

This accumulated surplus balance is made up of the following:

General Revenue Fund	$ 2,477,152
LTC Project Specific Reserve Fund	42,287
Special Property Tax Requisition Fund	24,341
Invested in Tangible Capital Assets	327,490

The LTC Project Specific Reserve Fund had an annual deficit of $7,713 due to more project work completed than anticipated, resulting in a total Fund surplus balance of $42,287.

The Salt Spring Island (SSI) special property tax requisition Fund had an annual surplus of $10,258 due to unspent funds in the year related to this work, resulting in a total Fund surplus of $24,341.

Analysis is provided below for each section on the Consolidated Statement of Revenues and Expenditures where the fiscal year actual expenditures vary significantly from the annual budget. Significance is determined to be actual resulting deviating from budgeted amounts.

<u>REVENUES</u>

Total Revenue is lower than budget by $94,439 due to the following:

- **Fees & Sales** from applications were $46,000 higher than anticipated which is 38% higher than budgeted. The budget for 2019/20 was increased by 33% to account for a continuation of this trend.
- **Investment Income** was higher by $44,000 as GIC investment rates were higher than previous year which supported budget calculations. Also larger amounts were invested in individual GICs yielding higher interest.

- **Other Revenues** – grant income was lower than budget by $185,000. $152,000 of this amount was to be received from the landlord for leasehold improvements. Since the renovations were not complete by March 31, 2019, this revenue will be not be received until 2019-20. The remaining $33,000 is grant funds that were budgeted but not received due to a lower number of grant applications than expected.

EXPENSES

COUNCIL

Council Expenses expenditures were lower than budget by $133,000 due to the following:

Trust Council - Expenditures were higher than budget by $7,000. This was due to an additional meeting of Trust Council following the November election.

Executive and Council Committees - Expenditures were higher than budget by $12,000 due to higher than anticipated expenditures for meetings and travel to LTC meeting due to the location of Vice Chairs.

Trust Area Services - Expenditures were lower than budget by $98,000 primarily due to underspending in the following areas:
- Policy Statement Review underspent - $45,500
- Trust Program Committee underspent - $11,000
- Salaries, benefits and travel underspent due to vacancies - $28,500
- Contract services underspent - $15,000.

General Admin Allocation – is lower than budget by $54,000 due to lower than expected General Administrative costs (see General Administration for explanation)

LOCAL PLANNING SERVICES

Local Planning Services expenditures were lower than budget by $474,000

Local Trust Committees Expenditures were higher than budget by $37,000 due to higher than anticipated expenditures in the following areas:
- Legal expenses overspent - $67,000
- Offset by lower than anticipated expenditures for:
  - LTC Expenses underspent - $25,000
  - Telephone and Internet for Trustee offices underspent - $5,000.

Projects - Overall projects were underspent against budget by $116,500 in the following areas:
- Projects funded by grants underspent - $50,000
- First Nations Consulting underspent - $52,500
- LPC Toolkit – Protect Coastal Douglas Fir underspent - $20,000
- Offset by higher expenditures for LTC projects above the $50,000 LTC project specific fund - $6,000.

Planning Staff - Expenditures were lower than budget by $189,000 due primarily to underspending in Salaries & Benefits, training and travel ($217,000) due to vacancies which is offset by overspending in Contract Services where contractors were hired to assist when necessary ($28,000).

LPS Facilities - Expenditures were lower than budget by $32,000 due to underspending on Victoria office renovations as this project was not complete by March 31, 2019.

Bylaw Enforcement – Expenditures are higher than budget by $4,500 due to higher than anticipated costs in contract services to backfill for vacations and training & conference fees for courses through the Justice Institute.

General Admin Allocation – is lower than budget by $178,000 due to lower than expected General Administrative costs (see General Administration for explanation)

TRUST CONSERVANCY

Trust Conservancy expenditures were lower than budget by $82,000.

Board – Expenditures are lower than budget by $1,500 due to underspending for board training and conferences.

Operations - Expenditures were lower than budget by $39,000 due to underspending in Salaries & Benefits, training and travel due to vacancies.

Property Management - Expenditures were lower than budget by $13,000 due to weather, delay in acquisition of one property and issues with contractors completing work by fiscal year end.

General Admin Allocation – is lower than budget by $28,500 due to lower than expected General Administrative costs (see General Administration for explanation)

GENERAL ADMINISTRATION

Overall General Administrative expenditures were lower than budget by $260,310 that was not spent and therefore not allocated under general admin recovery to the three expenditure areas.

Capital Expenditures of $167,305 are included as part of this underspending as capital expenditures are amortized over the life of the assets as per policy.

Executive Office – Expenditures were higher than budget by $1,500 due to FOIPOP assistance during the year.

Admin Services - Expenditures were lower than budget by $56,000 due to staff vacancies during the year.

Office Operations - Expenditures were higher than budget by $37,500 due to overspending in the following areas:

- Insurance overspent - $13,500
- Office Rent and Office Services overspent by $20,000 – Office Rent was overspent due to rental of Morrison street lot parking not included in budget and Office Services were overspent due to ice and snow removal for Morrison Street parking lot not included in the budget.
- Recruitment, Safety, Staff Meetings, and Stationery and Supplies overspent - $4,000.

Information Systems/ Computer Equipment - Expenditures were lower than budget by $21,000 due to underspending for technical support ($31,000), underspending in salaries & benefits, travel and training ($6,000) offset by overspending in software support and maintenance ($14,000) and telephones ($2,000).

Computer/Furniture and Equipment – Underspending of $70,000 due to underspending on Victoria office renovation.

Amortization Expense – Higher than budget by $15,000 due to capital assets purchased during the fiscal period.

ATTACHMENT(S):

1. Balance Sheet for Year Ending March 31, 2019
2. Consolidated Statement of Revenue and Expenditures for the Year Ending March 31, 2019

FOLLOW-UP: None identified.

Prepared By: Nancy Roggers, Finance Officer

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

Islands Trust

Balance Sheet

For The Year Ending March 31, 2019

Description	Current YTD Actual	Prior YTD Actual
Financial Assets		
Cash & Short-term Investments	4,222,440	4,376,854
Accounts Receivable	64,636	53,917
Total Financial Assets	4,287,076	4,430,771
Liabilities		
Wages & benefits payable	1,183,963	1,154,784
Accounts payable & accrued liabilities	374,470	248,764
Development Application Deposits	91,363	234,690
Deferred Revenue	29,161	37,491
Employee Benefit Obligations	136,207	119,140
Capital Lease Obligations	60,670	78,309
Cost Recovery Deposits	27,177	22,979
Total Liabilities	1,903,011	1,896,157
Net Financial Assets	**2,384,065**	**2,534,614**
Non Financial Assets		
Tangible Capital Assets	388,160	204,083
Prepaid Expenses	99,045	110,726
Total Non Financial Assets	487,205	314,809
Surplus	**2,871,270**	**28,449,423**

Islands Trust

Statement of Revenue and Expenditure

For The Year Ending March 31, 2019

Description	Prior YTD Actual	YTD Actual	Annual Budget	*$ over (under) budget*	*% over (under) budget*
Revenue:					
Fees & Sales	139,199	166,154	120,000	*46,154*	*38.46%*
Provincial Grant	180,000	180,000	180,000	-	-
Property Tax Levy General	6,312,332	6,501,701	6,501,701	-	-
Special Property Tax Requisition	98,500	98,500	98,500	-	-
Property Tax Levy Bowen	242,680	293,933	293,933	-	-
Investment Income	71,295	104,384	60,000	*44,384*	*73.97%*
Other Revenues	16,793	17,020	202,000	*(184,980)*	*-91.57%*
Total Revenue	7,060,800	7,361,692	7,456,134	*(94,442)*	*-1.27%*
Expenses					
Trust Council	290,698	484,515	477,719	*6,796*	*1.4%*
Executive Committee	121,821	144,169	132,028	*12,141*	*9.2%*
Trust Area Services	394,807	397,843	495,733	*(97,890)*	*-19.7%*
General Admin Allocation - 18%	309,865	330,797	384,764	*(53,967)*	*-14.0%*
Total Council Expenses	1,117,190	1,357,324	1,490,244	*(132,920)*	*-8.92%*
Local Planning Services					
Local Trust Committees	646,588	698,093	661,554	*36,539*	*5.5%*
Projects	207,942	191,975	308,500	*(116,525)*	*-37.8%*
Planning Staff	2,507,790	2,427,400	2,616,385	*(188,985)*	*-7.2%*
LPS Facilities	339,574	442,537	474,531	*(31,994)*	*-6.7%*
Bylaw Enforcement	274,840	308,616	304,192	*4,424*	*1.5%*
General Admin Allocation - 73%	1,348,822	1,341,568	1,519,301	*(177,733)*	*-11.7%*
Tranfer to Capital from LPS Facilities		(96,751)			
Total Local Planning Services Expenses	5,325,556	5,313,437	5,884,463	*(474,275)*	*-8.06%*
Trust Conservancy					
Board	23,098	18,409	20,000	*(1,591)*	*-8.0%*
Operations	426,641	385,231	424,417	*(39,186)*	*-9.2%*
Property Management	89,166	100,045	113,000	*(12,955)*	*-11.5%*
General Admin Allocation - 9%	164,046	165,399	194,010	*(28,611)*	*-14.7%*
Total Trust Conservancy Expenses	702,951	669,084	751,427	*(82,343)*	*-10.96%*
General Admin					
Executive Office	381,902	388,039	386,530	*1,509*	*0.4%*
Admin Services	532,382	450,712	506,819	*(56,107)*	*-11.1%*
Office Operations	294,988	336,085	298,632	*37,453*	*12.5%*
Information Systems	474,495	511,270	532,225	*(20,955)*	*-3.9%*
Computer/Furniture & Equipment	137,099	238,985	308,869	*(69,884)*	*-22.6%*
Amortization Expense	92,719	79,978	65,000	*14,978*	*23.0%*
Transfer to Capital from Computer/Furniture & Equpment		(167,305)		*(167,305)*	
General Admin Recovery	(1,822,733)	(1,837,765)	(2,098,075)	*260,310*	*-12.4%*
Total General Admin Expenses	90,852	-	-	-	
Less Non-Cash Expenditures - Amortization			(65,000)		
Transfer from General Surplus Fund			(555,000)		
Transfer from LTC Project Specific Reserve Fund			(50,000)		
Transfer to Capital from Computer/Furniture & Equipmen	(104,684)				
Total Expenses	7,131,865	7,339,845	7,456,134		
Annual Surplus (Deficit)	(71,064)	21,847	0		
Transfer to (from) LTC project specific general revenue sur	-	42,287			
Transfer to (from) Special Property tax requisition general	6,976	10,258			
General Revenue Surplus Fund, beginning of the period	2,913,511	2,796,878			
Surplus Fund, end of the period	2,849,423	2,871,270			

Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	May 29, 2019
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	May 20, 2019

SUBJECT: **2018-19 ANNUAL REPORT – APPROVAL OF FINANCIAL PLANNING COMMITTEE SECTION**

RECOMMENDATION:
That Financial Planning Committee approve the attached text as amended for inclusion in the 2018-2019 Annual Report for approval by Trust Council and submission to the Minister of Municipal Affairs and Housing.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: N/A

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1 PURPOSE:

Approval of annual report sections by committees so that Trust Council is able to easily approve its annual report in June 2019 without further editing from staff or trustees at the Trust Council meeting.

2 BACKGROUND:

Preparation of the Islands Trust Annual Report is undertaken by Trust Area Services communications staff, reporting to Executive Committee and consistent with Trust Council's Annual Report Policy 6.10.i.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None. Timely approval of committee text will ensure smooth delivery of the Islands Trust annual report, in compliance with the *Islands Trust Act*, Section 19.

FINANCIAL: No implications for existing policy.

POLICY: No implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS: The process for development of the Annual Report is outlined in Trust Council's Annual Report policy 6.10.i. Once each committee has approved its section, staff will create a draft Annual Report for review by Executive Committee and consideration of Trust Council in June. Upon approval by Trust Council, staff will send the Annual Report to the Minister of Municipal Affairs and Housing and circulate it as indicated in Trust Council's policy.

FIRST NATIONS: None.

OTHER: N/A

4 **RELEVANT POLICY(S):** This approach complies with Section 19 of the *Islands Trust Act and* Trust Council's Annual Report Policy 6.10.i.

5 **ATTACHMENT:** FPC Report for 2018-19 Annual Report (Draft)

RESPONSE OPTIONS

Recommendation: That Financial Planning Committee approve the attached text [as amended, if required] for inclusion in the 2018-2019 Annual Report for approval by Trust Council and submission to the Minister of Municipal Affairs and Housing.

Alternative: None

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

Financial Planning Committee

Role

The Financial Planning Committee (FPC) is responsible for facilitating Trust Council's involvement in the annual budget process. This includes aligning the annual strategic planning process with the annual budget process, monitoring, reviewing, and making recommendations on the organization's financial management, budget, and, financial practices, to Trust Council, and reviewing audit reports and recommendations. . The committee also provides advice to the Trust Conservancy Board on financial services and support.

Members

The Financial Planning Committee consists of 10 trustees from across the Islands Trust Area: one member from Trust Programs Committee (the chair, unless otherwise appointed), one member from the Local Planning Committee (the chair, unless otherwise appointed), the four members of Executive Committee, one member from the Trust Conservancy Board, and three other locally-elected or municipal trustees. The chair of the committee is elected from amongst the three other locally-elected or municipal trustees.

Members serving for the 2018–2022 term:
Peter Grove, Salt Spring Island, Chair
Paul Brent, Saturna Island, Vice-Chair
Deb Morrison, North Pender Island, Trust Programs Committee
Laura Busheikin, Denman Island, Local Planning Committee
Peter Luckham, Thetis Island, Executive Committee
Sue Ellen Fast, Bowen Island, Executive Committee
Laura Patrick, Salt Spring Island, Executive Committee
Dan Rogers, Gambier Island, Executive Committee
Robin Williams, Trust Conservancy Board
Tahirih Rockafella, Galiano Island

Members serving for the 2014–2018 term:
Peter Grove, Salt Spring Island, Chair
Alison Morse, Bowen Island, Vice-Chair
Derek Masselink, North Pender Island, Trust Programs Committee (April 1, 2016 – May 31, 2016)
Brian Crumblehume, Mayne Island, Trust Programs Committee (May 31, 2016 – end of term)
Paul Brent, Saturna Island, Local Planning Committee
Laura Busheikin, Denman Island, Executive Committee
George Grams, Salt Spring Island, Executive Committee
Peter Luckham, Thetis Island, Executive Committee
Susan Morrison, Lasqueti Island, Executive Committee
Dereck Atha, Trust Conservancy Board (April 1, 2015 – March 31, 2016)
Susan Morrison, Trust Conservancy Board (April 1, 2016 - April 3, 2017)
Robin Williams, Salt Spring Island, Trust Conservancy Board (April 4, 2017 – end of term)
George Harris, Galiano Island

The Audit Committee is a sub-committee of the Financial Planning Committee and includes all members with the exception of the four Executive Committee members. The Audit Committee convenes, at a minimum, twice annually to meet with the external auditors and review the year-end audit work program, the audit findings report and any management letter recommendations, and to determine follow-up actions if required.

2018-2019 Highlights

As part of its ongoing responsibilities, FPC oversaw, through its Audit Committee, the completion of the annual financial statement audit for Islands Trust and Islands Trust Conservancy for the fiscal year ending March 31, 2018. The Audit Committee met with external auditors, KPMG LLP, to review their audit findings reports and initiated planning for the March 31, 2019 financial statement audit.

The Financial Planning Committee facilitated Trust Council's development of the 2019-20 budget, recommending that Trust Council adopt a budget reflecting a 2% general tax increase to Trust Area landowners, excluding Bowen Island whose tax requisition is based on Trust Council's approved Policy 7.2.6 Municipal Tax Requisition Calculation. Bowen Island Municipality's contribution increased due to increased planned spending in Trust-wide programs, the Islands Trust Conservancy, related administration expenses, and a greater administrative contribution rate. Salt Spring Island Local Trust Committee requested an additional Special Property Tax Requisition for co-ordination of the Salt Spring Island Watershed Protection Alliance, which was approved by Trust Council upon recommendation from the Committee.

Quarterly financial updates on actual results, as well as forecasts based on the 2nd and 3rd quarter results, were provided to the committee for information and review.

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	May 29, 2019
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	May 20, 2019
SUBJECT:	Trustee Elections Expense: Accounting and Financial Reporting Allocation		

RECOMMENDATION:
That elections expense remain allocated to Council Services in the annual Financial Statements and the Financial Plan.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Elections expenses occur every four years and remain the responsibility of Trust Council in accordance with the Islands Trust Act. Change to the allocation of these expenses would require a change in how we understand the legislation of the Trust and would result in changes to Trust accounting software, internal and external financial reporting and legislated filings.

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1 PURPOSE:
To review the allocation of Islands Trust elections expense in the accounting system, and subsequent reporting in the annual Financial Statements and the Financial Plan, in light of the trustee sponsored Request for Decision (RFD) brought forward by former trustee Allison Morse at FPC's August 2018 meeting.

2 BACKGROUND:
At the August 2018 FPC meeting, now-former trustee Morse brought forward an RFD seeking the reallocation of elections expenses from Council Services to Local Planning Services in the annual financial plan and the annual financial statements. The item was a late item at the meeting and thus was deferred to allow staff appropriate time to prepare a response for consideration by FPC. The original RFD from trustee Morse is attached for reference.

For clarity, the yellow highlighted sections in the images below are where elections expenses are currently allocated in the annual financial statements (and notes) and the annual financial plan. The red underlined sections are where elections expense would be reallocated to under former-trustee Morse's recommendation.

ISLANDS TRUST

Statement of Operations

Year ended March 31, 2019, with comparative information for 2018

	Budget (note 9)	2019	2018
Revenue:			
Property tax - general	$6,501,701	$6,501,701	$ 6,312,332
Property tax levy - Bowen Island municipality	293,933	293,933	242,680
Property tax - special requisition	98,500	98,500	98,500
Government transfers (note 8)	180,000	191,946	180,000
Fees and sales	120,000	166,155	139,199
Interest income	60,000	104,385	71,295
Other income	202,000	5,075	16,795
Total revenue	7,456,134	7,361,695	7,060,801
Expenses (note 10):			
Council services	1,490,244	1,355,452	1,117,190
Local trust committee services	5,884,463	5,313,437	5,311,724
Trust fund services (note 13)	751,427	669,084	702,951
Total expenses	8,126,134	7,337,974	7,131,865
Annual surplus (deficit)	(670,000)	23,720	(71,064)
Accumulated surplus, beginning of year	2,849,422	2,849,422	2,920,487
Accumulated surplus, end of year	$ 2,179,422	$ 2,873,142	$ 2,849,423

The accompanying notes are an integral part of these financial statements.

10. Classification of expenses by object:

	2019	2018
Staff salaries and benefits	$ 4,367,315	$ 4,232,814
Traveling/training and recruitment	171,028	228,305
Council and trustee costs	909,218	844,643
Elections	140,865	-
Office operations	1,001,077	963,333
Programs	413,775	555,607
Legal	254,717	214,444
Amortization	79,978	76,262
Loss on disposal of Assets	-	16,457
	$ 7,337,974	$ 7,131,865

Relevant Literature

Government entity financial reporting is dictated by Public Sector Accounting Standards. Public Sector Accounting Standard PS1201.088 requires that a government entity's expenses be "*reported by function or major program…*", and consequently any changes made to Islands Trust financial reporting must adhere to this regulation.

Currently, Islands Trust reports financial results under three areas of function: Council Services, Local Planning Services, and Trust Conservancy Services.

Council Services includes expenses for Trust Council, Executive Committee, and Trust Area Services (plus their share of administration costs). Details include such items as the following:

Trust Council expenses: Council committees (FPC, LPC, TPC) expenses; Trust Council portion of trustee remuneration; Elections expense; Council meetings; Council training; etc.

Executive Committee expenses: Applications sponsored by EC; Meetings expenses; EC portion of trustee remuneration; etc.
Trust Area Services expenses: Communications; TPC meeting expenses; TPC projects

Local Planning Services includes expenses for LTCs, LTC projects, planning staff, and bylaw enforcement (plus their share of administration costs). Details include such items as the following:
Local Trust Committee expenses: LTC portion of trustee remuneration; Meetings expenses; Minute takers/notice deliveries contract expenses; LTC communications; etc.
LTC Projects, LPS facilities expenses, Bylaw enforcement; etc.

It could be argued that elections are a function of Local Trust Committees given that elected officials form part of the Local Trust Committees. However, elected officials are elected for more than the work they perform as part of their area LTC and also form EC, TPC, FPC, LPC, hold positions on the Trust Conservancy Board, and represent their constituents on trust-wide issues at Council. This argument also references the outcome of elections, not the function of elections itself.

The Islands Trust Act section 6 states the following:

"(1) For each local trust area, 2 trustees are to be elected to represent the electors of the area.

*(2) The **trust council has the same responsibility and authority** in relation to elections for local trustees as a regional district has in relation to elections for electoral area directors." [Emphasis added]*

The Islands Trust Act has clearly given the function of elections responsibility to Trust Council, and not to the Local Trust Committees.

Based on the above factors, it is recommended that Islands Trust elections costs remain in Council Services and not be reclassified to Local Planning Services.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.
If these expenses are reallocated, a change in the budget software and accounting software would be updated to move elections expense to the new accounts/location codes.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: The Director of Administrative Services will provide former trustee Morse with an update of the decision made by FPC in regards to her sponsored RFD. If there expenses are reallocated, the Director will also advise Bowen Island Municipality's Chief Financial Officer of the change.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S): None.

5 ATTACHMENT(S): *Trustee Morse Sponsored RFD – Elections Expense*

RESPONSE OPTIONS

Recommendation:
That elections expense remain allocated to Council Services in the annual Financial Statements and the Financial Plan.

Alternative:
That elections expense be reallocated to Local Planning Services, as per former trustee Morse's attached RFD.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	August 29, 2018
From:	**Trustee Morse**	**Date Prepared:**	August 26, 2018

SUBJECT: **Change Accounting Function Code for Election Expenses to Local Planning Services**

RECOMMENDATION: **That Election expenses be charged to a location code that is included in general operations of local trust committees, a 500 series location code.**

DIRECTOR ADMINISTRATIVE SERVICES COMMENTS:

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1 **PURPOSE:** To request FPC agreement to change the location code for election expenses so that they are included as a Local Planning Services cost not a Trust Council cost so that the Trust Council expenditure line in the financial plan and the annual financial statements reflects Trust wide expenses and is more closely aligned with the municipal pool calculation. Also this would mean the numerator for the administrative expenses allocation calculation for purposes of calculating the municipal tax requisition would not include election expenses.

2 **BACKGROUND:** Islands Trust Election costs are presently shown as Trust Council expense as they are recorded in accounts 57000 and 57050 location code 100. Location code 100 is Trust Council. Islands Trust election costs are for the election of local trust committee (LTC) members only and island municipalities bear the costs of their own elections. By having those costs allocated directly to local planning services means that Trust Council expenses in the financial plan would be more closely aligned to the municipal pool calculation and thus easier for the general public to relate the numbers in the financial plan to what Bowen is charged. The percentage of the direct costs for Trust Council, Trust Fund Board and Local Planning Services including LTC of the total of those direct costs are used to allocate the percentage of administrative costs that are allocated to each of those areas. By having election costs, which are of no benefit to an island municipality, in the numerator for Trust Council increases the percentage of expenses allocated to Trust Council and hence to the municipal pool. Changing how election costs are accounted for would also mean one less adjustment to be made to Trust Council expenses to exclude election costs as is currently having to be done in the municipal tax requisition calculation. Regional Districts are a direct comparison and Regional Districts charge the costs of the elections for electoral area directors to the electoral areas. A possibility if this change is not made in the interests of fairness is for Bowen island Municipality to bill the Islands Trust for the costs incurred for the election of the municipal trustees

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None

FINANCIAL: A simple change for clarity to accounting codes. A note may be required to the financial statements for the first year the change is made**.**

POLICY: A corresponding housekeeping change should be made at some point to "Municipal Tax Requisition Calculation", Policy 7.2.6 Section 2.2 a. but this is not time sensitive.

IMPLEMENTATION/COMMUNICATIONS: The Director of Administrative Services would advise Bowen Island Municipality's Chief Financial Officer of the change in accounting policy.

FIRST NATIONS: None

OTHER: None

4 RELEVANT POLICY(S):

5 ATTACHMENT(S):

RESPONSE OPTIONS

Recommendation: That Election expenses be charged to a location code that is included in general operations of local trust committees, a 500 series location code

Alternative: That Election expenses continue to be charged to location code 100, Trust Council. It would only seem fair if this were to continue that Bowen Island Municipality should bill the Islands Trust for the costs of electing the municipal trustees.

Prepared By: Alison Morse, Bowen Island Municipal Trustee

Reviewed By/Date:

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	May 29, 2019
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	May 23, 2019
SUBJECT:	**Bowen Island Municipal Tax Levy Analysis, Part 2**		

PURPOSE:

To communicate findings of the analysis performed regarding the Bowen Island Municipal Tax Levy**.**

BACKGROUND:

At its November 21, 2018 meeting, as a result of increasing pressures from a portion of Bowen Island Municipality councilors and constituents to reduce their tax requisition to Islands Trust, Financial Planning Committee (FPC) made the following resolution:

> **FPC-2018-023**
> **It was MOVED and SECONDED,**
> that staff be directed to develop options for calculating the formula for the municipal tax requisition calculation contribution in the Islands Trust budget.

In order to develop and recommend changes to the formula for calculating municipal tax requisitions, staff have undertaken the following approach:

1. Understand the factors in the calculation that are contributing to the increases in the municipal levy;
2. Assess the municipal levy and against levies requisitioned from other Local Trust Areas (LTAs) to determine if the application of the current calculation generates a fair and equitable allocation of tax funding across the Trust area; and
3. If deemed inequitable, develop more appropriate options for calculating the municipal levy, ensuring any options developed are in keeping with legislated requirements in the Islands Trust Act.

The work of step 1 is complete and findings were reported to FPC at their February 20, 2019 meeting. This briefing addresses step 2 of the above.

For the purposes of this analysis, it is assumed that the impact of the credit received by Trust LTAs is negligible insomuch as it would not affect the conclusion of the assessment. This assumption has been made as the increase in fees revenue as a percentage of the general property tax levy in the 2019/20 year was less than 1%. If incorporated, the effect of this credit from fees would further support the conclusion of this report.

HISTORY

Islands Trust budget history is posted to the Islands Trust website. This history document highlights increases for the general property tax levy and for the BIM tax levy from 1994 to date.

It is important to note that the Islands Trust general tax increase quoted in this document does not include any increases related to Non-Market Change (NMC) in taxable property values. This factor must be taken into account before an appropriate analysis can be conducted. The amounts reflected in the table below have been adjusted so that the impact of NMC is appropriately reflected, creating a more equitable comparison framework:

Table 1: Five-Year Property Tax Levy Changes, LTA Federation and BIM

	LTAs			**BIM**	
YEAR	**% increase excluding NMC**	**NMC % increase**	**TOTAL % increase**	**BIM % increase** (includes NMC)	*Difference*
2019/20	2.0%	1.0%	**3.0%**	**12.1%**	*9.1%*
2018/19	2.0%	1.0%	**3.0%**	**21.0%**	*18.1%*
2017/18	0.0%	1.0%	**1.0%**	**8.6%**	*7.6%*
2016/17	0.0%	1.0%	**1.0%**	**4.5%**	*3.5%*
2015/16	0.0%	1.0%	**1.0%**	**-0.4%**	*-1.4%*

As clearly indicated, the increases that BIM is seeing are showing as significantly higher than the increases seen for the remainder of the Trust. It is important to understand however, that the quoted increases for the LTAs is the average increase for all the LTAs combined. Individual increases for each LTA may be more or less than the quoted average that is being compared to the BIM levy. Consequently, the need to break down the levy changes by LTA is also required before an appropriate analysis can be undertaken.

A review of individual LTA changes across the same 5 years as above shows the following:

Table 2: Five-Year Property Tax Levy Changes, Individual LTAs and BIM

YEAR	**DEN**	**GAB**	**GAL**	**GAMB**	**HORN**	**LASQ**	**MAY**	**N.PEN**	**SSI**	**SAT**	**S.PEN**	**TH**	**BIM**
2019/20	3%	4%	3%	-1%	-2%	3%	**6%**	**9%**	3%	-2%	0%	3%	**12%**
2018/19	-1%	5%	3%	-2%	**7%**	-3%	5%	1%	5%	-2%	-2%	-5%	**21%**
2017/18	1%	1%	2%	0%	-3%	-1%	**6%**	-2%	2%	-3%	-3%	-4%	**9%**
2016/17	2%	1%	0%	4%	4%	2%	2%	0%	0%	-1%	-3%	4%	5%
2015/16	-1%	-1%	1%	2%	1%	**9%**	2%	-5%	4%	**-7%**	1%	**6%**	-0.4%

This breakdown of tax levy changes by individual LTA shows that not all LTAs are experiencing the 2% increase (or adjusted 3% increase in Table 1) that is quoted as the increase in the 2019/20 budget, or that is quoted in other years.

Levy information by LTA provides a more appropriate starting point for analysis of determining if the current municipal tax levy calculation is fair and equitable when compared to what other LTAs are paying for the same services.

METHODOLGY

To determine if BIM is contributing an equitable amount for the portion of the Islands Trust budget they support, the levy received from each individual LTA must be broken into two parts: the portion of the levy related to Local Planning Services (LPS) which can be referred to as the ‘planning levy’, and the portion of the levy related to Council services and Islands Trust Conservancy (ITC) services which can be referred to as the ‘federation-wide levy’ - the latter being what BIM contributes to. A comparison of changes to the federation-wide levy year-over-year must be compared to the BIM levy changes year-over-year. This methodology allows for a true comparison of ‘apples-to-apples’ (or in this case ‘levy-to-levy'), and removes the impact of factors such as: credits to the LPS portion of the levy related to LPS work funded from surplus; LPS levy offsets for changes in the composition of the budget (meaning LPS is shrinking as a portion of the Trust budget, while Council and ITC are increasing as a portion of the budget). It does not account for changes in property values across different LTAs, which must be looked at separately.

Below is a summary of the budget 2019/20 property tax levies by LTA, broken into their two sub-levies:

Table 3: 2019/20 Levy Components by LTA

LTA	Federation-wide Levy	Planning Levy	TOTAL LEVY 2020
Denman	53,233	194,668	**247,900**
Gabriola	196,776	719,594	**916,370**
Galiano	95,800	350,331	**446,131**
Gambier	90,691	331,649	**422,340**
Hornby	73,959	270,460	**344,419**
Lasqueti	21,795	79,703	**101,498**
Mayne	98,503	360,216	**458,718**
North Pender	150,362	549,862	**700,224**
Salt Spring	568,343	2,078,382	**2,646,724**
Saturna	34,259	125,282	**159,541**
South Pender	21,912	80,130	**102,042**
Thetis	31,260	114,315	**145,575**
Exec Islands	1,076	3,934	**5,010**
BIM	329,894	-	**329,894**
Total Islands Trust Area	1,767,860	5,258,526	**7,026,386**

FEDERATION-WIDE LEVIES

Analysis of the change in the federation-wide levy, by LTA, from fiscal 2018/19 to fiscal 2019/20 is summarized as follows:

Table 4: 2019/20 Federation-Wide Levy by LTA

	Federation-Wide Levy		
LTA	**$ Change from Prior Year**	**% Change from Prior Year**	**Average for LTAs, excluding BIM**
Denman	5,172	11%	
Gabriola	21,117	12%	
Galiano	9,519	11%	
Gambier	5,589	7%	
Hornby	3,857	6%	
Lasqueti	2,234	11%	
Mayne	12,318	14%	
North Pender	21,776	17%	
Salt Spring	53,864	10%	
Saturna	1,760	5%	
South Pender	1,530	8%	
Thetis	3,020	11%	
Exec Islands	39	4%	10%
BIM	36,431	12%	
Total Islands Trust Area	**178,226**		

Based on this data, we can see that the federation-wide levy for all LTAs experienced increases in the 2019/20 budget. Increases range from 5% (Saturna) to 17% (North Pender). These increases correlate with the changes seen year-over-year in the portion of Net Converted Assessment Values (NCAV) that each LTA holds as part of the Trust whole. That is, North Pender experiences the highest federation-wide levy in the analysis above, and in this same year, they also had the highest increase in their share of NCAV. The same is true of Saturna, for example, who experienced the lowest federation-wide levy and also experienced the lowest change in their share of NCAV in this same year.

PLANNING LEVIES

Analysis of the change in the planning levy, by LTA, from fiscal 2018/19 to fiscal 2019/20 is summarized as follows:

Table 5: 2019/20 Planning Levy by LTA

	Planning Levy		
LTA	**$ CHANGE FROM PY**	**% CHANGE FROM PY**	**Average for LTAs, excluding BIM**
Denman	1,614	1%	
Gabriola	13,994	2%	
Galiano	3,752	1%	
Gambier	(10,192)	-3%	
Hornby	(11,128)	-4%	
Lasqueti	1,128	1%	
Mayne	14,025	4%	
North Pender	33,351	6%	
Salt Spring	11,792	1%	
Saturna	(5,261)	-4%	
South Pender	(1,741)	-2%	
Thetis	879	1%	
Exec Islands	(230)	-6%	-0.11%
BIM	-	0%	
Total Islands Trust Area	**51,982**		

The above information shows that planning levies across the Trust area are experiencing much smaller changes than those seen for the federation wide levy. In some cases, the change is a decrease over the year before. As planning costs make up the largest portion of the Islands Trust budget (73% in 2019/20), the impact of the planning levy change has a much greater impact on the weighted average calculation of the overall levy increase/decrease experienced by any given LTA. For this reason, the increases experienced for LTAs, when expressed as a percentage, are much lower than the increase experienced by BIM, when experienced as a percentage.

METHODOLOGY CHECK

The average change in the federation wide levy is 9.7% in the above analysis (rounded to 10% in the Table above). This change accounts for 27% of the general property tax levy (see A below).

The average change in the planning levy is -0.11 % in the above analysis. This change accounts for 73% of the general property tax levy (see B below).

The weighted average of the above two factors generates the following:

A: Impact of federation wide levy change = 27% x 9.7% = 3% (rounded)

B: Impact of planning levy change = 73% x -0.1% = 0% (rounded).

A + B = 3% (rounded). This 3% is the sum of the quoted 2% tax increase in the approved 2019/20 budget + the 1% NMC that is experienced in the general property tax levy, which agrees to what is seen in Table 1.

Based on this calculation, there is confidence that the rationale applied in this assessment is sound in determining the breakdown between the two components of the levy, and how the two components influence and interact with one another in terms of levy percentage changes year-over-year. We can thus feel assured in saying that Bowen Island does not experience the same benefits of the large impact of the change in the planning levy in the way that the other LTAs do, as the BIM-quoted increase remains as the stand alone federation wide change and is thus subject to greater swings.

CONCLUSION

Based on the above analysis, it does not appear that the municipal levy calculation is generating inequitable levies for municipalities in the Trust area when compared to the federation-wide levy for the other LTAs. This analysis makes the assumption that expenses are correctly allocated between the various areas of function/service within the Trust budget, and is being applied appropriately.

ATTACHMENT(S):

1. None.

FOLLOW-UP:

Staff to complete the final step of analysis and contemplate options to amend the municipal tax calculation as appropriate to do so within the confines of the Islands Trust Act. Considerations will be given to allocations of expenses within the Islands Trust budget between areas of function/service, as well as to the impact of ESRI licensing costs on the BIM levy.

Prepared By: Julia Mobbs, Director, Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/May 24, 2019

From: Mal Hoskin <mhoskin@shaw.ca <mailto:mhoskin@shaw.ca>>
Date: April 8, 2019 at 11:29:13 AM PDT
To: pluckham@islandstrust.bc.ca <mailto:pluckham@islandstrust.bc.ca>
Cc: Sue Ellen Fast <sfast@islandstrust.bc.ca <mailto:sfast@islandstrust.bc.ca>>
Subject:Bowen Island

Peter Luckham
Chair, Islands Trust

April 8, 2019

Re: Bowen Island

Thank you for the information provided in the March 4 meeting with Bowen Island Municipality. As a long term resident of Bowen Island I am a staunch supporter of the Islands Trust and its mandate. The presentation your group gave was well presented by obviously knowledgeable people. As you know, there is some dissent currently on Bowen about our relationship with the Islands Trust. My observation is that this dissidence is being promoted by a small group of self-interested individuals. Misinformation is being posted on social media sites and in our local newspaper. Some people not familiar with the Islands Trust will believe what they read. The key issue being discussed is the current tax levy to Bowen Islanders. I believe this situation can be addressed with negotiation between IT and BIM. The spirit of cooperation agreed upon in the joint meeting is a positive step towards an equitable agreement. However, the group that is anti Islands Trust is using the monetary scare to convince people that the best solution is to leave the Islands Trust. Many newcomers to Bowen Island have no knowledge of the Islands Trust - what it is, what it does, or why it was established. They have no historical reference to why it was formed or how we are intrinsically connected through our incorporation process. You need to do extensive promotion of your goals, mandate, and achievements. Monthly mail-outs, regular articles in the Undercurrent and social media postings can target an audience which is currently unaware of (and therefore uninterested in) your agenda. No offence, but a “feel good” advertising video is not going to influence anyone. We have two Trustees to represent us on Bowen. They should /both/ realize that they were elected by Bowen Islanders to positively inform and promote the ideals of the Islands Trust for Bowen Island.

Yours Sincerely,

Mal Hoskin
604.250.4527
604.947.0343