Financial Planning Committee
Agenda

Date: Wednesday, February 20, 2019
Time: 10:30 am - 3:00 pm
Location: Oak Bay Community Centre
Small Lounge
1975 Bee Street, Victoria BC V8R 5E6

4.4 2019-20 Budget Recommendation to Trust Council

That Financial Planning Committee forward all agenda items in section 4.4 to Trust Council as presented/amended.

4.4.1 Draft 2019/20 Budget Session Outline 150 - 150

4.4.2 Draft 2019/20 Budget Assumptions & Principles 151 - 156

Changes to document shown in blue font.

4.4.3 Draft 2019/20 Budget Overview 157 - 160

Changes to document shown in blue font.

4.4.4 Draft 2019/20 Budget Detail 161 - 161

4.4.5 Draft 2019/20 Budget Funding Requests

4.4.5.1 Summary of 2019/20 Budget Funding Requests 162 - 216

4.4.6 SSIWPA Tax Requisition Consultation - RFD 217 - 221

4.5 Ministry Bylaws

That Financial Planning Committee forward Financial Plan Bylaw No. 176 and Revenue Anticipation Bylaw No. 177 to Trust Council for approval.

4.5.1 Financial Plan Bylaw No. 176 - RFD 222 - 227

Pending attachment.

4.5.2 Revenue Anticipation Bylaw No. 177 - RFD 228 - 230

4.6 Financial Planning Committee Work Program 231 - 231

That the Top Priorities list as presented/amended be forwarded to the March 2019 Trust Council meeting.

5. BUSINESS

5.1 Bowen Island Municipality Tax Levy Analysis - Briefing 232 - 234

Receive for information.

6. NEW BUSINESS

7. CLOSED MEETING

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.

8. RISE AND REPORT DECISIONS FROM CLOSED MEETING

9. NEXT MEETING - May 29, 2019

10. ADJOURNMENT

*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:	**January 21, 2019**
Location:	**Islands Trust Victoria Boardroom** **200-1627 Fort Street, Victoria, BC**
Members Present:	**Peter Grove, Chair** **Paul Brent, Vice Chair** **Tahirih Rockafella** **Peter Luckham, EC Rep** **Sue Ellen Fast, EC Rep** **Laura Patrick, EC Rep** **Dan Rogers, EC Rep,** via GoToMeeting **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 and Recorder** **Andrew Templeton, Communications Specialist** **Gillian Nicols, Program Coordinator**

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 January 19, 2019 Correspondence from Trustee Steve Wright

2.2 Approval of Agenda

By General Consent, the agenda was approved as amended.

3. ADOPTION OF MINUTES / COORDINATION

3.1 Minutes of Meetings – December 4, 2018

FPC-2019-001
It was MOVED and SECONDED,
that Financial Planning Committee amend the December 4, 2018 minutes in section 4.1.2 to add to the end of the sentence "because funding no longer available from the Province."

CARRIED

By General Consent, the Financial Planning Committee minutes of December 4, 2018 were adopted as amended.

3.2 Follow up Action List

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

4. TRUST COUNCIL BUSINESS

5. BUSINESS

5.1 Revised 2019/20 Proposed Budget

Discussion ensued. The committee discussed their desire to learn more about how the budget is developed and to be able to explain to Bowen Islanders how their levy is calculated.

FPC-2019-002
It was MOVED and SECONDED,
that staff prepare a presentation on property values and provincial land assessment for Financial Planning Committee.

CARRIED

5.1.1 Briefing - Changes to the Budget

Received for information.

5.2 2019-20 Budget Consultation - Briefing

Director Frater provided Financial Planning Committee with an overview of the proposed consultation program for the 2019/20 budget and invited feedback from the committee. The committee provided comments on the content and structure of the survey and discussed the advertising plan.

6. NEW BUSINESS

6.1 January 19, 2019 Correspondence from Trustee Steve Wright

Received for information.

7. NEXT MEETING

The next meeting will be held February 20, 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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Clare Frater, Recorder

Follow Up Action Report

Financial Planning Committee

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

21-Nov-2018

No	Activity	Responsibility	Target Date	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	06-Dec-2018	On Going

21-Jan-2019

No	Activity	Responsibility	Target Date	Status
1	That staff prepare a presentation on property values and provincial land assessment for Financial Planning Committee.	Julia Mobbs	31-Oct-2019	On Going

Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	March 12, 2019
From:	Nancy Roggers, Finance Officer	**Date Prepared:**	February 7, 2019

SUBJECT: **DECEMBER 31, 2018 QUARTERLY FINANCIAL REPORT**

RECOMMENDATION: That Financial Planning Committee forward the December 31, 2018 Quarterly Financial Report to Trust Council as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The financial report indicates that Islands Trust is generally following the financial plan for 2018/19.

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1 PURPOSE: To summarize findings of the December 31, 2018 Quarterly Financial Report.

2 BACKGROUND:

Islands Trust *Policy 2.3.3 Financial Planning Committee Terms of Reference* requires the Financial Planning Committee to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and presented to Trust Council as part of this requirement.

FINANCIAL REPORT FINDINGS

Statement of Net Financial Position
Differences year-over year are generally due to timing of receipt of revenues, timing of expenditures insurance, and reversal of accruals following fiscal year end. Where changes are a result of factors other than these, it will be noted in this report.

Consolidated Statement of Revenue and Expenditure
The benchmark for non-tax revenue sources and operational expenditures after nine months of operations is generally 75% of the annual expected. Revenue and expense items that vary significantly (where significance is determined as more or less than 10% from the expected) from the 75% benchmark include:

REVENUES

- **Fees and Sales** are currently 29% over expected for the full year. Application fees received are trending higher year over year primarily due to an increase in development permit and zoning amendment applications received.
- **Investment income** is higher than expected due to investment of the general property taxes received at the end of July, 2018. Investments are drawn down proportionately throughout the year to fund operations.
- **Other Revenues** are lower than expected due to timing of the landlord's contribution towards the Victoria office renovation which will occur later in the fiscal year.

EXPENSES

Council Expenses

- **Executive Committee meeting** expense is higher than expected due to the location of Executive Committee members resulting in higher than expected travel expenditures to attend meetings.
- **Trust Area Services** is lower than expected due to timing of expenditures for the Policy Statement Review Project, Trust Program Committee projects and underspending in Salaries and benefits due to vacancies in the Policy Analyst and Program Coordinator positions.

Local Planning Services

- Projects are lower than expected due to the following:
  - **Projects funded by grants** – no grant expenditures have been recognized to date.
  - **First Nations Consulting** – First Nations consultant contract has not been in place for the full first 9 months of the fiscal. The Senior Intergovernmental Policy Advisor (SIPA) is now an auxiliary staff member. Some of the underspending here offsets Salaries and Benefits recognized in Trust Area Services.
  - **LPC Toolkit Protect Coastal Douglas Fir (CDF**) – remaining funds will be used to fund CDF mapping with the work likely to occur in next fiscal.
  - **LTC projects** – more projects than initially budgeted for are underway and moving ahead.
- **LPS Facilities** are lower than expected as this category includes a portion of the Victoria office renovations which will occur in the last quarter of the fiscal year.

Trust Conservancy

- **Operations** are lower than expected due to underspending on salaries and benefits related to a vacancy of the property management position.
- **Property management** is lower than expected due to property management plans that will be completed in the last quarter of the fiscal year.

Administration

- **Administrative Services** expenses are lower than expected due to underspending on salaries and benefits, primarily due to a vacancy in the Employee Services Coordinator position since late August 2018.
- **Computer, Furniture, and Equipment** expenditures are lower than expected as this category includes a portion of the Victoria office renovations which will occur in the last quarter of the fiscal year.

RELEVANT POLICY:

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: Expenditures to December 30, 2018 are within approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Managers and Directors will receive ongoing reporting through the year.

FIRST NATIONS: None

OTHER: None

4 RELEVANT POLICY(S):

Bylaw No. 172, Islands Trust Financial Plan Bylaw 2018/19.

Islands Trust *Policy 2.3.3 Financial Planning Committee Terms of Reference* requires the Financial Planning Committee to report to Trust Council regarding the organizations financial management practices

5 **ATTACHMENT(S):** Statement of Financial Position at December 31, 2018
Statement of Revenue and Expenditure to December 31, 2018

RESPONSE OPTIONS

Recommendation: That the Islands Trust Council approve the December 31, 2018 Quarterly Financial Report as presented.

Alternative: None identified.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By/Date: Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee, February 20, 2019
Executive Committee, February 27, 2019

Islands Trust

Balance Sheet

For The 9 Months Ending December 31, 2018

Description	Current YTD Actual	Prior YTD Actual
Financial Assets		
Cash & Short-term Investments	5,901,791	6,085,337
Accounts Receivable	65,576	19,288
Total Financial Assets	5,967,366	6,104,626
Liabilities		
Wages & benefits payable	984,857	956,977
Accounts payable & accrued liabilities	358,706	354,236
Development Application Deposits	78,306	215,030
Deferred Revenue	37,111	41,065
Employee Benefit Obligations	119,140	138,864
Capital Lease Obligations	64,577	64,653
Cost Recovery Deposits	30,539	4,009
Total Liabilities	1,673,235	1,774,836
Net Financial Assets	**4,294,131**	**4,329,790**
Non Financial Assets		
Tangible Capital Assets	155,132	179,804
Prepaid Expenses	122,927	110,714
Total Non Financial Assets	278,059	290,518
Surplus	**4,572,190**	**4,620,308**

Islands Trust

Statement of Revenue and Expenditure
For The 9 Months Ending December 31, 2018

	Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Revenue:					
	Fees & Sales	92,081	124,963	120,000	104%
	Provincial Grant	180,000	180,000	180,000	100%
	Property Tax Levy General	6,312,332	6,501,701	6,501,701	100%
	Special Property Tax Requisition	98,500	98,500	98,500	100%
	Property Tax Levy Bowen	242,680	293,933	293,933	100%
	Investment Income	53,418	77,724	60,000	130%
	Other Revenues	5,732	3,515	202,000	2%
Total Revenue		6,984,743	7,280,335	7,456,134	98%
Expenses					
	Trust Council	210,646	382,448	477,719	80%
	Executive Committee	84,522	114,580	132,028	87%
	Trust Area Services	276,755	266,417	495,733	54%
	General Admin Allocation - 18%	242,126	253,562	384,764	66%
Total Council Expenses		814,049	1,017,007	1,490,244	68%
Local Planning Services					
	Local Trust Committees	477,134	526,764	661,554	80%
	Projects	152,432	150,174	308,500	49%
	Planning Staff	1,890,946	1,853,704	2,616,385	71%
	LPS Facilities	255,043	262,169	474,531	55%
	Bylaw Enforcement	198,626	233,612	304,192	77%
	General Admin Allocation - 73%	1,053,958	1,028,336	1,519,301	68%
Total Local Planning Services Expenses		4,028,139	4,054,758	5,884,463	69%
Trust Conservancy					
	Board	19,636	14,462	20,000	72%
	Operations	315,067	276,625	424,417	65%
	Property Management	53,370	66,060	113,000	58%
	General Admin Allocation - 9%	128,184	126,781	194,010	65%
Total Trust Conservancy Expenses		516,258	483,929	751,427	64%
General Admin					
	Executive Office	274,429	290,159	386,530	75%
	Admin Services	394,233	317,316	506,819	63%
	Office Operations	228,873	236,067	298,632	79%
	Information Systems	349,211	381,618	532,225	72%
	Computer/Furniture & Equipment	41,822	134,569	308,869	44%
	Amortization Expense	62,177	48,950	65,000	75%
	General Admin Recovery	(1,424,268)	(1,408,679)	(2,098,075)	67%
Total General Admin Expenses		(73,524)	-	-	0%
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 & Equipment					
Total Expenses		5,284,922	5,555,694	7,456,134	
Surplus (Deficit) to date		1,699,821	1,724,641	0	
Surplus Fund, beginning of the period		2,920,487	2,847,550		
Surplus Fund, end of the period		4,620,308	4,572,190		

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 20, 2019
From:	Nancy Roggers, Finance Officer	**Date Prepared:**	February 14, 2019
SUBJECT:	**FINANCIAL FORECAST AS AT DECEMBER 31, 2018**		

PURPOSE:

To provide Financial Planning Committee with an overview of forecasted financial performance to the end of the current fiscal year, to support their duty of financial management oversight.

BACKGROUND:

The forecasted financial results for March 31, 2019 have been prepared based on actual financial performance to December 31, 2019, plus estimates of expected spending for the remainder of the fiscal year. The budget for fiscal year ending March 31, 2019 included a transfer from the General Revenue Fund Surplus of $555,000 and a transfer from the LTC Specific Reserve Fund of $50,000 for Local Trust Committee projects for a total draw on surplus funds of $605,000. Based on the third quarter forecast, the required transfer from the General Revenue Fund Surplus is now estimated at $359,485 and the transfer from LTC Specific Reserve Fund is now estimated at $65,308 for a total transfer of $424,793.

The December forecast reflects a total net decrease in funding requirement of $180,207 from the original budget. An explanation of the significant revenue and expenditure areas contributing to this variance are as follows:

Revenues:

Revenues are forecasted to come in at $104,000 less than budgeted due to:

- Fees and Sales – expected $53,000 above budget due to large volume of applications.
- Interest Income – expected $30,000 above budget due to higher amounts being invested over longer periods of time and higher interest rates on investments than expected.
- Other Income – expected $147,000 under budget due to receipt of landlords contribution in 2019-20 instead of 2018-19 as funding will not be given until the entire office renovation project is completed in April/May of 2019.
- Grant Income – expected $40,000 under budget due to lower than anticipated grant applications/approvals.

Expenditures:

Total forecasted expenditures come in lower than budget by a net of $352,074.

- Applications sponsored by Exec Committee – expected overspending of $5,500 due to larger number of approved sponsorships.
- History and Heritage Funding Grants in Aid – expected underspending of $3,500 due to lower applications for grants in aid of history and heritage work.
- Bank Charges & Interest – expected underspending of $1,500 due to lower costs for interest on leased equipment.
- Communications – expected overspending of $14,000 due to higher cost for the Islands Trust Conservancy name change and Trust Area Services (TAS) Website Discovery work which is offset by underspending against TAS contract services budget.
- Software support and Maintenance - expected overspending of $10,000 due to increased costs for eScribe and other software packages and security certificates.
- Technical support – expected underspending of $17,000 due to purchase of orthophoto (LiDAR) imagery being delayed until next fiscal year as the Provincial Government is working on a joint project with Municipalities which has not yet advanced.
- Contract Services – expected overspending of $15,000 due to contracted help required to backfill for vacant staff positions.
- By-Elections – expected overspending of $20,000 due to the Hornby Island by-election.
- Islands Trust Conservancy board meeting costs – expected overspending of $4,000 due to several board members travelling from remote locations, requiring higher travel budgets and food/accommodation expenses.
- Islands Trust Conservancy conservation and Land securement costs – expected underspending of $8,000 to mapping costs for conservation planning appearing under ecosystem mapping now.
- Islands Trust Conservancy ecosystem mapping – expected overspending of $7,500 to offset underspending of $8,000 on conservation and land securement costs where costs for mapping are now allocated here.
- Legal expenses – net expected overspending of $70,000 due primarily to increased costs related to Stoneman litigation and increased proactive enforcement of short term vacation rental bylaws under direction of some of the Local Trust Committees.
- LTC Trustee Expenses – expected underspending of $6,500 due to less claims submissions for travel.
- Executive Expenses on LTC – expected underspending of $5,000 due to lower number of LTC meetings during October to December due to the election.

- LTC meeting/APC meeting/LTC Communication/LTC Special Projects - net expected underspending of $11,800 due to less meetings and activity during October to December due to election.

- Meeting Expense – expected overspending of $30,500 due to additional Trust Council meeting held in January, 2019 for orientation after election.

- Memberships – expected underspending of $6,000 due to less memberships paid for planning staff due to staff shortage.

- Notices Statutory & Non Statutory – expected overspending of $7,000 due to more notices than expected for development permit and subdivision applications.

- Recruitment - expected overspending of $5,000 due to large volume of competitions to fill staff vacancies.

- Salaries and Benefits – expected underspending of $265,000 due to staff vacancies in the period. This underspending is offset by overspending in the area of contracted services.

- Training and Conferences/Travel for Training/Travel – net expected underspending of $55,031 due to staff vacancies, and significant work volume across the organisation in Q2 to Q4 reducing the amount of time available for staff development.

- Computer Hardware and Software - expected overspending of $23,235 due to higher costs for trustee laptops and hardware and software purchases not budgeted for. Departments have underspent in their areas in order to support overspending here.

- Renovations – expected overspending of $48,536 for the Victoria office renovation. All work will not be complete in this fiscal year. Any expenditures and landlord contribution revenue relating to work that takes place after March 31, 2019 will be included in the 2019-20 budget.

- Projects - expected underspending of $157,839 related to:

    - Projects funded by grants – no grants expected, resulting in $50,000 underspending. The SSIWPA grant funds received are reflected in SWIPPA expenses.
    - Strategic Plan Projects –
        - expected underspending of $45,000 in the Policy Statement Review due to delay in project work.
        - expected underspending of $9,600 in Trust Programs Committee due to unknown project initiatives for the new TPC, whose first meeting is in February 2019, not allowing for significant work to be completed by fiscal year-end.
        - expected underspending of $47,00 in First Nations consulting due to early contract termination of contract with our First Nations consultant. A portion of this underspending offsets overspending on salaries and benefits for the new temporary staff member now doing this work.
        - expected underspending of $19,000 in the LPC Toolkit to protect Coastal Douglas Fir due to delay in project work.
    - LTC projects – expected overspending of $15,308 against budgeted $50,000 due to higher volume of work than expected. A total of $100,000 has been reserved and is available to fund this overspending as Trust Council approved up to $100,000 for LTC projects for the current fiscal period.

Other variances are not considered significant.

CONCLUSIONS:

The approved budget for fiscal year ending March 31, 2019 included a transfer from the General Revenue Fund Surplus of $555,000 and a transfer from the LTC Specific Reserve Fund of $50,000 for Local Trust Committee projects, for a transfer from surplus funds of $605,000. Based on the third quarter forecast, the required transfer from the General Revenue Fund Surplus is now estimated at $359,485 and the transfer from the LTC Specific Reserve Fund is now estimated at $65,308 for a total transfer of $424,793 from surplus funds.

ATTACHMENT:

- **Q3 Forecast_Dec 31, 2018**

FOLLOW-UP: Forward to Trust Council.

Prepared By: Nancy Roggers, Finance Officer

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

Islands Trust

Third Quarter Forecast to March 31, 2019

Based on Financial Report dated December 31, 2018

	Acct #	Description	YTD Actual	Annual Budget	Forecast to Mar 31/19	Forecast Over (Under) Budget $	Forecast Over (Under) Budget %
Revenue:							
	40000-40700	Fees & Sales	124,963	120,000	173,000	*53,000*	*44%*
	45000	Provincial Grant	180,000	180,000	180,000	-	*0%*
	46000	Property Tax Levy General	6,501,701	6,501,701	6,501,701	-	*0%*
	46100	Property Tax Levy Bowen	293,933	293,933	293,933	-	*0%*
	46200	Special Levy Property Tax Requisition	98,500	98,500	98,500	-	*0%*
	48000	Interest Income	77,724	60,000	90,000	*30,000*	*50%*
	49000	Other Income "General"	3,135	152,000	5,000	*(147,000)*	*-97%*
	49001	Grant Income	380	50,000	10,000	*(40,000)*	*-80%*
Total Revenue			7,280,335	7,456,134	7,352,134	*(104,000)*	
Expenses							
	50500	Admin Cost Recovery	-1,408,679	-2,098,075	-2,098,075	-	*0%*
	50700	Admin Support Services	1,408,679	2,098,075	2,098,075	-	*0%*
	50900	Amortization Expense	48,950	65,000	65,000	-	*0%*
	50950	Applications sponsored by Exec Committee	5,953	5,000	10,500	*5,500*	*110%*
	50960	History and Heritage Funding Grants in Aid	1,000	5,000	1,500	*(3,500)*	*-70%*
	51000	Audit	-1,275	19,000	19,000	-	*0%*
	51500	Bank Charges & Interest	2,674	5,000	3,500	*(1,500)*	*-30%*
	52500	Board of Variance	747	1,500	1,500	-	*0%*
	53500	Carbon Offset Purchases	300	1,500	1,500	-	*0%*
	54500	Communications	17,479	28,000	42,000	*14,000*	*50%*
	55105	Info Systems - S/W support and Maintenance	50,016	45,000	55,000	*10,000*	*22%*
	55200	Info Systems - Internet	37,810	46,000	42,000	*(4,000)*	*-9%*
	55500	Info Systems - Technical Support	51,282	105,000	88,000	*(17,000)*	*-16%*
	56000	Contingency	48	17,500	17,500	-	*0%*
	56500	Contract Services	88,296	97,000	112,000	*15,000*	*15%*
	57000	Elections "General"	124,168	130,000	124,168	*(5,832)*	*-4%*
	50750	Elections "By-Elections"	0	0	20,000	*20,000*	*100%*
	60000	Insurance	80,003	106,382	106,382	-	*0%*
	61100	ITC "Board Honoraria"	5,150	8,000	7,300	*(700)*	*-9%*
	61200	ITC "Board Meeting Expense"	9,218	10,000	14,000	*4,000*	*40%*
	61210	ITC "Board Training & Conferences"	94	2,000	2,000	-	*0%*
	61300	ITC "Property Management"	41,690	65,000	65,000	-	*0%*
	61500	ITC "Conservation Planning & Land Securement"	6,296	18,000	10,000	*(8,000)*	*-44%*
	61600	ITC "Ecosystem Mapping"	0	15,000	22,500	*7,500*	*50%*
	62000	Land Title Registrations	1,594	3,000	3,000	-	*0%*
	63000	Legal "General"	52,331	90,000	70,000		
	63100	Legal "Bylaw Enforcement Litigation"	63,472	59,997	85,000	*70,001*	*39%*
	63200	Legal "Litigation Defence"	68,926	30,002	95,000		
	65000	LTC "Trustee Expenses"	5,627	15,000	8,500	*(6,500)*	*-43%*
	65050	LTC "Executive Expense on LTC's"	13,151	25,000	20,000	*(5,000)*	*-20%*
	65200	LTC Local Exp LTC Meeting Expenses	25,065	41,500	35,000		
	65210	LTC Local Exp APC Meeting Expenses	4,706	7,300	6,500	*(11,800)*	*-19%*
	65220	LTC Local Exp Communications	2,103	5,000	4,500		
	65230	LTC Local Exp Special Projects	3,269	8,500	4,500		
	67000	Meeting Expense	126,009	162,000	192,500	*30,500*	*19%*
	67500	Memberships	6,356	16,000	10,000	*(6,000)*	*-38%*
	68100	Notices Statutory & Non Statutory	17,674	18,000	25,000	*7,000*	*39%*
	69000	Office Rent	292,180	382,600	382,600	-	*0%*
	69005	Office Services	34,749	43,550	43,550	-	*0%*
	70000	Postage & Courier	7,945	10,000	10,000	-	*0%*
	74000	Recruitment	6,451	5,000	10,000	*5,000*	*100%*
	74900	Safety	323	5,000	5,000	-	*0%*
	75100	Sal & Ben "Salaries Administration"	1,282,859	1,835,978	1,713,710	*(122,268)*	
	75110	Sal & Ben "Benefits Administration"	313,864	455,326	416,278	*(39,048)*	
	76100	Sal & Ben "Salaries & RPM's"	907,987	1,262,818	1,200,395	*(62,423)*	
	76110	Sal & Ben "Benefits Planners & RPM's"	222,294	313,302	294,811	*(18,491)*	
	77100	Sal & Ben "Salaries Planning Support Staff"	262,383	374,423	353,592	*(20,831)*	*-6%*
	77110	Sal & Ben "Benefits Planning Support Staff"	64,442	92,857	87,062	*(5,795)*	
	78100	Sal & Ben "Salaries Bylaw"	162,505	216,180	220,144	*3,964*	

78110	Sal & Ben "Benefits Bylaw"	39,969	53,612	54,263	*651*	
79000	Stationary & Supplies	36,912	55,000	55,000	-	*0%*
79500	Subscriptions	4,775	5,000	5,000	-	*0%*
80100	Telephone	11,634	15,600	15,600	-	*0%*
80300	Mobile Devices	19,519	22,950	25,000	*2,050*	*9%*
81100	Training "Organization Wide"	3,524	5,000	3,524	*(1,476)*	*-30%*
81200	Staff Meetings & Recognition	15,415	15,000	15,415	*415*	*3%*
81300	Training & Conferences	33,378	80,250	58,000	*(22,250)*	*-28%*
81305	Travel for Training	27,072	47,100	37,000	*(10,100)*	*-21%*
82300	Travel	55,892	101,205	80,000	*(21,205)*	*-21%*
84100	Trustee Remuneration	291,330	388,888	388,888	-	*0%*
84110	Trustee Remuneration "CPP Expense"	11,924	18,309	18,309	-	*0%*
84120	Trustee Remuneration Health/Dental Benefits	32,793	44,474	44,474	-	*0%*
84130	Trustee Remuneration MSP Benefits	12,797	16,986	16,986	-	*0%*
84140	Trustee Remuneration Pay In Lieu of Benefits	3,000	4,000	4,000	-	*0%*
84500	Trustee Remuneration "Executive on LTC's"	55,205	72,045	72,045	-	*0%*
Operating Expenses Subtotal		5,173,300	7,218,634	7,020,495	*(198,139)*	
CAPITAL						
55100	Computer Hardware and Software	154,824	171,000	194,235	*23,235*	*14%*
69100	Furniture and Equipment	1,835	15,000	15,000	-	*0%*
69500	Renovations	23,389	282,000	330,536	*48,536*	*17%*
Capital Expenses Subtotal		180,049	468,000	539,771	*71,771*	
PROJECTS	***(Note - See Projects Worksheet)***					
72001	Project funded by grants	0	50,000	0	*(50,000)*	*-100%*
73001-655-4045	SSIWPA - Funded by Special Requisition	66,936	98,500	95,000	*(3,500)*	*-4%*
73001	Strategic Plan objectives	86,764	241,000	121,353	*(119,647)*	*-50%*
73001	LTC Projects funded by Reserve Fund	48,645	50,000	65,308	*15,308*	*31%*
Projects Subtotal		202,344	439,500	281,661	*(157,839)*	
Total Expenditures		5,555,693	8,126,134	7,841,927	*(284,207)*	
Surplus (Deficit)		1,724,642	-670,000	(489,793)		
Less Non-Cash Expenditures - Amortization			65,000	65,000		
Transfer from General Revenue Surplus Fund			555,000	359,485		
Transfer from LTC Project Specific Reserve Fund			50,000	65,308		
			0	0		
	From:					
	LTC Specific Reserve Fund		50,000	65,308		
	GRSF		555,000	359,485		
	Total surplus draw		605,000	424,793	*(180,207)*	

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 20, 2019
From:	Julia Mobbs, Director Administrative Services	**Date Prepared:**	February 13, 2019

SUBJECT: **REVISIONS TO THE PROPOSED 2019/20 BUDGET SINCE JANUARY 2019 MEETING**

PURPOSE:

The purpose of this briefing is to advise Financial Planning Committee of the changes that have been incorporated into the proposed 2019/20 budget since their last meeting on January 21, 2019 (prior to public consultation).

BACKGROUND:

Since Financial Planning Committee met in January and reviewed the Proposed 2019/20 Budget, the following activities have taken place:

Public Consultation: The proposed budget was sent for public consultation. The consultation period closed on February 11, 2019 and 187 survey responses were received. Themes that emerged from consultation around items included in the budget can be seen in the following:

- 39% of respondents support increased taxes is if means increased or improved services, while 40% prefer that taxes remain stable. The budget tax increase is currently 2.0%
- 77% of respondents believe freshwater is important and more work should be done to protect island water supplies. This may require additional funding in the proposed budget to undertake. No additional funds have been allocated at this time.
- 77% of respondents believe applicants should cover either the full cost or the majority of the cost of processing an application. This is not a theme represented in the current draft of the budget. Although an increase in fees revenue is proposed in the 2019/20 budget, this is due to anticipated growth in the number of applications, not an anticipated rise in the cost of application fees. No change to fees revenue has been made since the previous version of the proposed 2019/20 budget was reviewed.
- 80% of respondents would like to see more funds allocated to the Islands Trust Conservancy (ITC) to support their work. This supports the proposed new staff position for ITC, as well as the newly added request for $4,000 for the newly-formed Fund Development Committee.
- 83% of respondents are in favour of allocating resources to develop online and digital communication methods, which supports the up-to $115,000 funding request for a Digital Communications Plan at Islands Trust.

Interest Income: An increase of $15,000 has been made to interest income, based on third quarter actuals and forecasts for the year. An expected increase in property tax levies for next year generates more cash for investment, plus a more strategic cash-needs approach to investments has been undertaken.

Other Income: The Victoria office renovation project will not be complete by current fiscal year end. Consequently, the contribution received from our landlord will not be received until fiscal 2019/20. $152,000 has been included in the budget to account for this change.

Grant Income: A reduction of $13,000 has been made to more closely align with current grant activity seen and anticipated. An offsetting expense has been included in the budget as well.

Trustee Remuneration: Reports for the Victoria area Consumer Price Index became available, reflecting a 2.3% growth factor for the 2018 calendar year. This has been updated in the calculation of Trustee Remuneration. A correction in the calculation of MSP premiums and payroll tax has been made at the same time, which has resulted in a net decrease to Trustee Remuneration of $10,505.

Salaries and Benefits: An decrease of $80,181 in expenses for salaries and benefits has been incorporated due to the following items:

- *Benefit Rate Update*: The new rate for staff benefit administration has been received from PSA and updated in the budget. The rate has increased from 24.80% to 25.4% for fiscal 2019/20.
- *BCGEU Increases*: Actual salary ranges effective April 1, 2019 have been made available. Salaries figures have been updated to reflect this new information.
- *MSP Payroll Tax:* Estimates for these remittances have been removed, as they are included in the new benefit rate paid to PSA.

Office Expenses: Minor adjustments have been made netting to a $661 increase to the budget.

ITC Meeting Expenses: An increase of $4,000 has been included in the budget per request of the ITC Board, to fund their newly formed Fund Development Committee.

First Nations Relationship Building: An amount of $4,000 has been specifically allocated in the budget for First Nations protocol gifts and site visits.

Projects: Amounts anticipated to be unspent in fiscal 2018/19 on specific projects have been moved into the fiscal 2019/20 budget, as follows:

- *Policy Statement Review:* Budget increased by $15,000. This project has been delayed due to lack of available staff resources to undertake the work.
- *LIDAR*: Budget has increased to include $17,000 for LIDAR data purchase. This project was deferred into fiscal 2019/20 due to delayed project timelines at GeoBC.
- *Victoria Office Renovation*: Budget increased by $15,000. This project was expected to be completed by the end of fiscal 2018/19. Updating timelines from our contractor indicate $115,193 worth of work will not be completed until after March 31, 2019. Consequently, these expenses will land in the fiscal 2019/20 budget. It may be worth noting that of this amounts, $25,000 relates to contingency funds which may or may not be required.
- *Digital Communications*: Project funds for this work remain at $115,000 in the budget. However, they have been allocated in a different manner internally. Previously this project was fully allocated to Trust Area Services who will undertake the work; it has now been allocated between Trust Area Services and Local Planning Services, to acknowledge that this work will relate in large part to LTC communications as well as federal-wide initiatives. This reallocation impacts amounts that BIM contributes funding to.

Updated Forecast from Q3 Actual Results: The updated 2018/19 Forecast was prepared based on Third Quarter actual results. A review of the draft budget against the forecast was undertaken, taking in account additional planned projects and initiatives for fiscal 2019/20. No significant changes were required as a result of this review.

Appropriation from Surplus: A reduction in the amounts required from Surplus has been realised as a result of the above changes. The budget now includes a planned transfer from the general revenue surplus fund of $75,000 (formerly 174,000). The planned draw from the LTC specific reserve fund remains the same at $75,000, for a total surplus transfer of $150,000.

Bowen Island Property Tax Levy: The impact of the above changes has reduced the Bowen Island Municipal Tax Levy by $3,023, or 1%.

Overall, the impact of all changes has resulted in the following:

- An overall increase in total revenues of $150,977;
- An overall increase in total expenditures of $ 51,975;
- An overall decrease in funds transferred from Accumulated Surplus of $99,000.

ATTACHMENT(S):

1. **Summary of Changes to Proposed 2019-20 Budget.**

FOLLOW-UP:

The proposed budget will be forwarded to Trust Council at their March 2019 meeting.

Prepared By: Julia Mobbs, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer

ISLANDS TRUST
Summary of Changes to Draft 2019/20 since last reviewed

Draft version	Item Adjusted (tab)	Change Made	Impact to budget Former $	New $	$ change: increase (decrease)	% change	Rationale for Change
Draft 2, V2							
	Interest Income	Estimates revised based on Q3 forecast	65,000	80,000	15,000	23%	Higher cash to invest from higher levies, more strategic cash-flow based investing, anticipated rise in rates
	Other Income	Victoria Office Renovation: landlord contribution not received in fiscal 2018/19 moved into fiscal 2019/20	-	152,000	152,000	100%	Monies to be received in F2020
	Grant Income	Estimates revised based on Q3 forecast	$ 25,000	$ 12,000	(13,000)	-52%	Reduced to line up with actual grant activity seen
	Projects Funded by grants	Estimates revised based on Q3 forecast	$ 25,000	$ 12,000	(13,000)	-52%	Reduced to line up with actual grant activity seen
	Trustee Remuneration	CPI rate adjusted from 1.9% to 2.3%	$ 579,735	$ 569,230	$ (10,505)	-2%	Updated Information released by Stats Canada
	Salaries & Benefits	Update Benefit Rate for 2018 (from 24.8% to 25.4%)					New information received from PSA benefits administrator
		Remove estimate for MSP payroll tax, now included in benefit rate above.					Included in new benefit rate
		Update Salaries for actual BCGEU increases released.	$ 4,947,553	$ 4,867,372	$ (80,181)	-2%	New information received re: BCGEU adjustments
	Office	Minor adjustments	$ 497,517	$ 498,178	$ 661	0%	
	ITC Meeting Expense	Increased to fund newly created Fund Development Committee	$ -	$ 4,000	$ 4,000	100%	
	First Nations Relationship Building	Added to include funding for protocol gifts + site visit fees	$ -	$ 4,000	$ 4,000	100%	
	Projects (Budget Detail)	Policy Statement Review - Unspent funds from Fiscal 2018/19 brought into Fiscal 2019/20	$ 30,000	$ 45,000	$ 15,000	50%	Funds remain unspent from Fiscal 2017/18 budget; Request to carryover to next Fiscal.
		LiDAR data purchase- Unspent funds from Fiscal 2018/19 brought into Fiscal 2019/20	$ -	$ 17,000	$ 17,000	100%	Funds remain unspent from Fiscal 2017/18 budget; Request to carryover to next Fiscal.
		Victoria Office Renovation - Unspent funds from Fiscal 2018/19 brought into Fiscal 2019/20	$ -	$ 115,000	$ 115,000	100%	Funds remain unspent from Fiscal 2017/18 budget; Request to carryover to next Fiscal.
		Digital Communications Plan - Dollar amount unchanged. Allocated from 100% TAS to 71% LPS/29% TC. Impacts the BIM levy	$ 115,000	$ 115,000	$ -	0%	Internal allocation changed to better reflect users of data/comms plans.
	Transfer From Accumulated Surplus: GRSF	Amount transferred from Accumulated Surplus decreased in order to balance revised budget while keeping the tax increase at 2%.	$ 174,000	$ 75,000	$ (99,000)	-57%	Required to Fund increase in expenditures without an increase in property taxes.
	Bowen Island Property Tax Levy	Impact to Bowen calculation due to change in expenditur	$ 332,658	$ 329,635	(3,023)	-1%	Natural fall-out from an increase in expenditures.

Sum of changes, revenues	$ 150,977
Sum of changes, expenditures	$ 51,975
Net change in surplus	$ (99,001)
diff	*$ 1* *due to penny rounding*

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 20, 2019
From:	Andrew Templeton, Communications Specialist	**Date Prepared:**	February 13, 2019
SUBJECT:	**PUBLIC FEEDBACK ON DRAFT2019/20 BUDGET**		

PURPOSE:

This briefing provides FPC with the results of the public consultation process for the Islands Trust Council's draft 2019/20 budget, which took place between January 21 and February 11, 2019. The main mechanism for people to respond to the draft budget was through an online survey. The survey was completed by 178 members of the public. A further 37 submissions arrived via email. This compares to 81 surveys and six email comments received in 2019.

BACKGROUND:

Under its Terms of Reference, the Financial Planning Committee (FPC) has responsibility for representing the interests of Council, Executive Committee, and Council Committees throughout the budget process, which includes designing the process for public input.

Executive Committee has responsibility for delivering an effective public relations program, which includes public consultation on the draft budget.

Promotion

In support of the 2019/20 consultation process, Islands Trust issued a news release, sent subscriber messages and purchased ads in four newspapers (Bowen Undercurrent, Driftwood, Gabriola Sounder and Denman-Hornby Grapevine), six ads in various monthly publications, and one online banner display ad on the Salt Spring Exchange website. The paid ads were supported by a social media campaign that involved tweeting, on average, every two days from the Islands Trust Twitter account alongside tweets and posts from the Islands Trust Conservancy Facebook and Twitter accounts. These tweets were retweeted numerous times by trustees and the general public. During the consultation period, the Gulf Islands Driftwood published an article about the budget consultation based on the Islands Trust's news release, the Saturna Scribbler published an article by Trustee Brent while the Bowen Island Undercurrent published an article by Trustee Fast.

Input via Survey

Similar to the budget consultations in 2016, 2017, and 2018, an anonymous, online survey was used to gather feedback on the budget. This year's survey was, however, significantly different from previous years in that it included background information on the work of the Trust, a link to the trustee video about the Islands Trust, as well as a series of questions asking respondents to consider key budget-related questions concerning different parts of the organization. It also took the opportunity to gauge respondents feelings on the priorities the Trust should be dedicating resources to relevant to our provincial object.

While individual responses are of interest, the self-selecting nature of the survey process and the sample size of responses—while an improved result over previous years—is too small to be considered a statistically appropriate representation of the entire islander population.

Some headline observations from the survey results include:

- The local trust/island municipality areas with the highest number of respondents were: Salt Spring Island (63); Bowen Island (39); and Gabriola Island (29).Twenty-one respondents identified with the entire Trust Area;
- 85% of respondents were full-time residents in their local trust area;
- In terms of the tax rate: 39% of respondents would like to see it increased to add new programming or improve existing services and programs; 12% would like to see it remain the same; while 28% would like to see the rate remain the same but with resources allocated differently;
- The biggest challenges identified by respondents for their local trust area and the Trust Area as a whole, were aligned: climate change, followed by affordable housing and water management.
- 65% of respondents are strongly or are very much in favour of LTCs undertaking more proactive, long-term planning;
- 68% of respondents are strongly or are very much in favour of different LTCs working together on issues they have in common;
- 77% of respondents believe freshwater is very important and more work should be done to protect island water supplies;
- When it comes to planning fees, 77% of respondents thought that individuals should cover either the full or the majority cost of processing an application; 80% thought fees should rise with inflation; while it was fairly evenly split between those who felt that fees should be consistent across the entire Trust Area (with 48% in favour), 76% of respondents felt that fees for applications by government or not-for-profits should be sponsored;
- When asked about resources allocated to the Islands Trust Conservancy, 80% would like more funds allocated to support their work; 60% of respondents gave high or very high value to ITC taking on more active property management; while 68% gave high or very high value to ITC increasing protected areas in their local trust area;
- When asked about the existing, complaints-based system for bylaw enforcement, 55% of respondents were in favour, while 47% would like to see more proactive bylaw enforcement; in terms of proactive actions Islands Trust could undertake, among the options provided, damage to shorelines (77%) and sensitive eco-systems (79%) were favoured more highly than short-term vacation rentals (46%);
- In terms of engagement and how the Trust communicates with constituents, 83% were in favour of allocated resources to develop online and digital methods.

Input via e-mail

A dedicated e-mail in-box (budget@islandstrust.bc.ca) was made available for budget related e-mails. It was set up with an auto-response that thanked people for their input, advised them it would form part of the public record and encouraged them to also fill out the survey.

Thirty-seven responses arrived via email either via the budget inbox or sent directly to the Islands Trust Council Chair, the Financial Planning Chair and/or the CAO.

ATTACHMENT(S):

1. Survey feedback on the draft 2019/20 Islands Trust budget.
2. E-mailed feedback on the draft 2019/20 Islands Trust budget.

AVAILABLE OPTIONS:

Receive the attached information for consideration when making final budget recommendations to the Trust Council.

Make recommendations to the Financial Planning Committee/Executive Committee on budget consultation methods for subsequent years.

FOLLOW-UP:

A revised version of this briefing will be provided to Trust Council from the Financial Planning Committee in the Islands Trust Council's March 12-14, 2019 meeting agenda package.

Prepared By: Andrew Templeton, Communications Specialist

Reviewed By/Date: Clare Frater, Director, Trust Area Services, February 15, 2019

RESULTS OF ONLINE PUBLIC SURVEY AS PART OF DRAFT 2019/20 BUDGET PROCESS

Between January 21 and February 11, 2019, the public were invited to comment on the Islands Trust draft 2019/20 budget through an online survey.

This year's survey was different from previous years in that it included background information on the work of the Trust, a link to the trustee video about the Islands Trust, as well as a series of questions asking respondents to consider key budget-related questions concerning different parts of the organization. It also took the opportunity to gauge respondents feelings on the priorities the Trust should be dedicating resources to relevant to our provincial object.

The survey was completed by 178 members of the public and took, on average, 23 minutes to complete.

So that some context is provided, the full text of the survey has been included alongside the results, which also features the raw data of all responses submitted through the survey process.

Introduction to Survey

We value your opinion and look forward to learning your ideas on what the Islands Trust should prioritize in the upcoming fiscal year and how 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, 11:59 PM PST.

This survey will take approximately 20 minutes.

All correspondence and survey results on the draft budget is shared with the 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 will 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 Survey Monkey. 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. do not talk about others) in your responses to the survey.

Islands Trust: A Brief History
45 Years of Protecting the Islands in the Salish Sea

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.

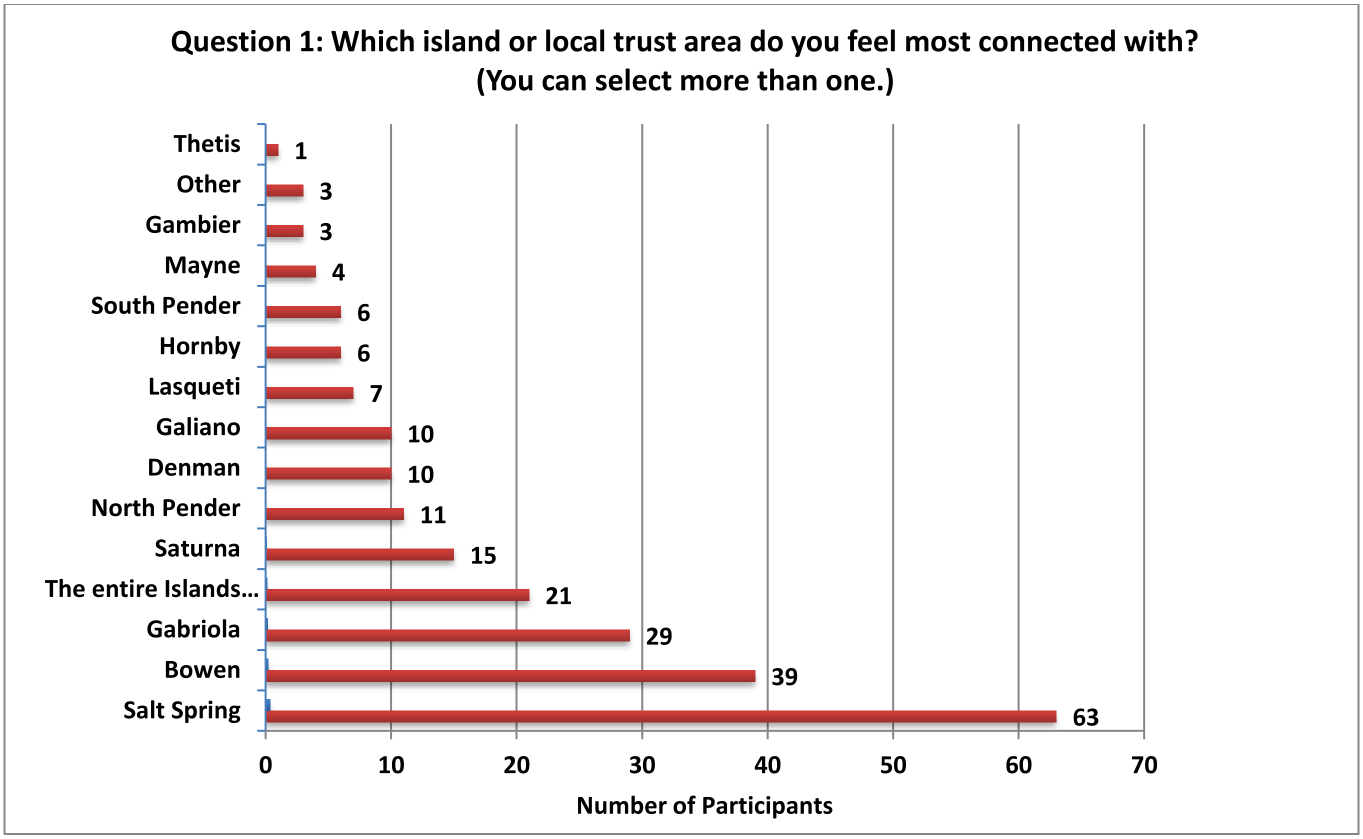
The Islands Trust works to preserve and protect the islands in the Salish Sea through efforts to achieve the following goals:

- 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.

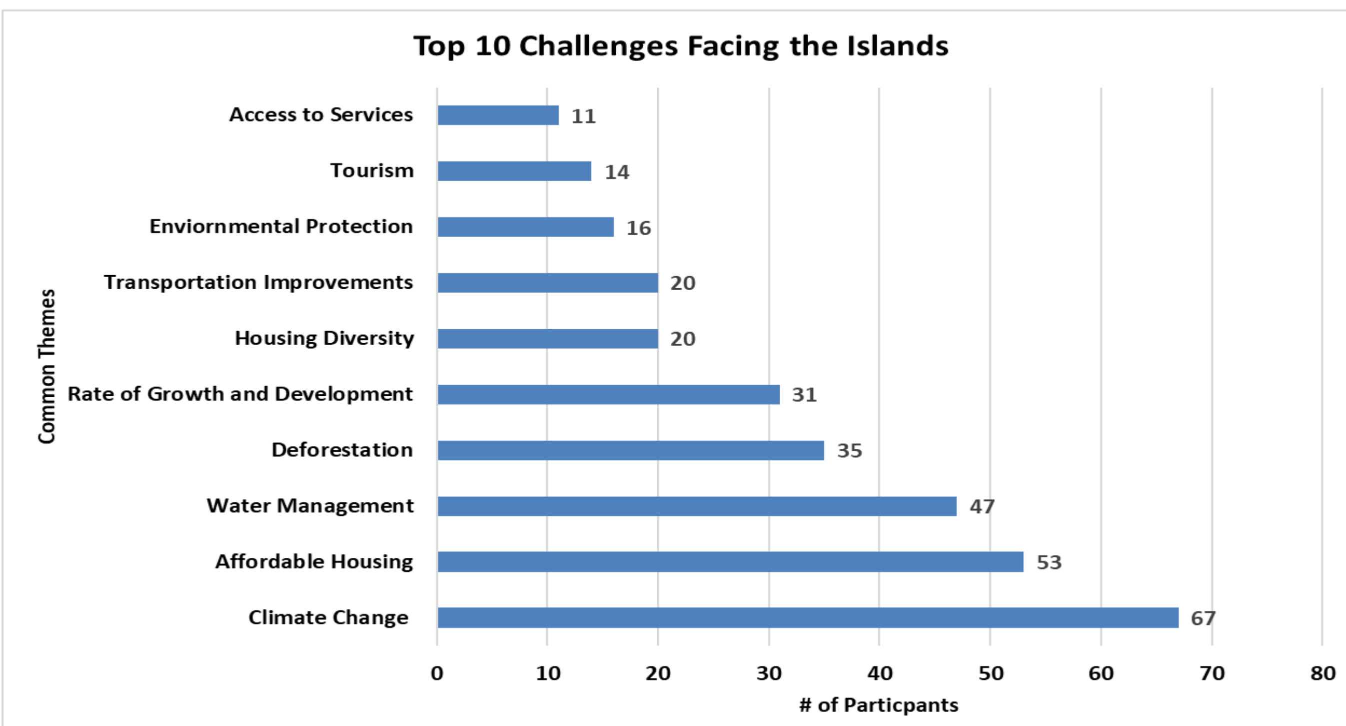
That the islands in the Salish Sea continue to be celebrated around their world for their natural beauty, rural character, and critical ecosystems is a testament not just to the work of the Islands Trust, but also to the local communities and organizations we partner with to meet our mandate.

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.

The Islands Trust Council dedicates some of its federation-wide resources towards advocating on behalf of the entire Islands Trust region on issues that matter to islanders. Last term, the Islands Trust Council advocated on a broad range of topics ranging from oil spill prevention and response, management of abandoned vessels, reduced shellfish aquaculture impacts, rural grant eligibility, and BC Ferries fares and service levels. See the Chair Correspondence or Advocacy pages on the website for more information.



Q2 - What do you think are the top three challenges facing the island you live on?



Respondents	First Challenge Raw Response
1	access
2	affordable housing
3	Affordable housing
4	Affordable housing
5	Affordable rental and other housing
6	Housing
7	Affordable housing
8	Affordable housing for young families
9	Affordable Housing
10	housing, especially affordable rentals
11	Affordable housing
12	Affordable housing
13	affordable housing
14	affordable living
15	Lack of affordable housing + rental housing
16	Affordable Housing
17	Affordable housing
18	Affordable housing
19	affordable housing
20	no rentals & those that we have are not in line with wages
21	Affordable housing
22	Affordable Housing
23	Careless development
24	Development
25	Anchorages
26	Stopping the Port of Vancouver from using Gabriola's shoreline for Freighter Anchorages
27	Ferry waits
28	Ferry parking.
29	ferries
30	mayor ander
31	Councillor Michael Kaile
32	The planners are Directing the local representatives
33	Adequate civil service like fire protection
34	climate change & food sustainability
35	Climate Change
36	CLIMATE CHANGE - need to protect aquifers and forest cover
37	Climate change / lack of action on mitigation and prevention
38	climate effects include wildfires
39	climate change

40	Climate Change
41	Climate Change
42	Climate Change
43	devastating storms and situations that will arise out of the storms
44	The Climate Crisis
45	Climate emergency
46	Increasing positive climate action through land preservation
47	Loss of biodiversity through habitat loss, too much deer herbivory, climate change
48	Climate Change impacts
49	Climate change: eg wildfire, water rising, drought
50	Climate change
51	The effects of climate change - fires
52	Climate change
53	climate disruption
54	effects of climate devastation
55	climate change
56	Climate change
57	Climate change action
58	Climate change
59	Climate Change
60	Effects of climate change
61	Climate change
62	Climate change
63	Climate Change (lowering our emissions - Today)
64	the climate crisis
65	climate change
66	climate change
67	Minimizing human casualties in the event of crisis-earthquake, fire, windstorm
68	Water pollution from tankers etc
69	environmental impacts of development - loss of natural habitats and threats to native species
70	People moving onto the island who don't understand the need to preserve the land and environment, who sometimes have the attitude about their own property...I own it, I can do whatever I liek with it...like clearcut it.
71	The population is generally ignorant of the value and functioning of natural systems, but it's better than it used to be.
72	New demographics more young people and aging hippies
73	Environmental protection
74	Environmental health
75	Preserve
76	Degradation of the marine environment surrounding the Islands
77	Becoming a truely low carbon community in only one decade!

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78	maintaining healthy forests
79	Environmental deterioration
80	Environmental management on private lands; trees, water
81	traffic congestion with noise, pollution,safety
82	food security
83	Stopping docks
84	Fire control
85	Wild fires
86	Forest fire risk
87	Gentrification
88	Conflicts, overlaps and confusion related to bylaws, regulations, etc. among Province, Islands Trust, GINPR and CRD
89	Keeping bureacracies from telling us what we need.
90	Housing diversity
91	Providing sustainable housing for those who work on the island
92	Housing
93	Housing
94	Housing
95	Housing
96	Housing
97	Housing
98	Housing
99	Housing
100	Housing
101	Increasing costs (taxes, water, ferry)
102	Finances
103	High level of service demands
104	BUDGET RESTRAINTS
105	Safe access
106	cost of living
107	Lack of cohesive plan for village shopping area - too much random, disconnected development
108	LNG Plant in Squamish & huge LNG tankers in Howe Sound
109	Possible logging imposed by BC Timber Sales
110	clear cut logging of private property
111	local governance outside of Islands Trust jurisdiction
112	increase in high net worth population. The issue is not the RATE of growth, but the limit to growth
113	Population Growth
114	Population growth and pressure to develop forested areas
115	Too many people wanting to live here.
116	population growth

117	Potable water
118	Water shortages
119	Potable water
120	potable water
121	potable water retention, distribution leaks, escalating costs
122	Protecting the natural and social character of the island. As a specific issue, I am concerned that the Potlach real estate develpment may be gated. That sort of thing is socially toxic anywhere it is allowed.
123	lack of community consensus on what "preserve and protect" means
124	over-development
125	development pressure to deal with affordability
126	Development pressure
127	balancing development with preservation
128	r development
129	Development pressure unwillingness of the islands trust bureaucracy to uphold community plans
130	Real Estate manipulation
131	future development
132	Development
133	Gentrification
134	overdevelopment
135	keeping growth slow and controlled
136	Sky-high real estate
137	over development
138	Managing increased demand
139	Road Maintenance & Improvements
140	Roadway issues falling through the cracks of "shared responsibility", aka finger pointing. Specifically the 'rural' standard for road maintenance and the ferry line-up.
141	New paved Roads for cars and bikes
142	People wanting to leave the IT
143	By getting rid of the islands trust
144	Stvr rentals
145	Managing and limiting the extent of STVR/commercial use of residential lands
146	School zone traffic/speeding
147	Stable economy
148	Restricting suburban development
149	Development granting subdivisions gated communities
150	Urbanization
151	Maintaining large lot sizes and resisting smaller lot division.
152	Development by way of subdivision and residential construction
153	A sustainable economic base
154	Sustainability
155	loss of economic and social diversity through unaffordability

156	New higher water taxes and rising property taxes
157	Tourism eroding local community
158	Too many tourists/casuals
159	Water
160	water
161	Water
162	Water
163	Water
164	Water
165	Water
166	water...
167	Effective management of water for community
168	Water usage
169	Preventing saline intrusion into ground water aquifers
170	Water shortages in summer
171	water availability
172	Water storage for use in dry season
173	Freshwater protection
174	accommodation for local workers.
175	Workforce housing

Respondents	Raw Date for Second Challenge
1	medical doctors
2	garbage
3	Building a health centre
4	Lack of accessible health care
5	Improved garbage recycling facilities
6	threatened loss of garbage service
7	lack of affordble housing
8	AFFORDABLE HOUSING - need to protect communities from too much tourism & real estate marketing
9	Affordable housing for families
10	affordability and competing with extreme wealth
11	afforable housing
12	affordable housing
13	property development / affordable housing
14	Affordable housing
15	Affordable rentals
16	Affordable housing
17	Affordable Housing needs
18	Affordable housing
19	Affordable housing

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20	affordable housing
21	Affordable housing
22	income inequality/affordable housing
23	Creating affordable, safe housing for families and low income workers
24	Affordable housing
25	Affordable housing
26	Keeping our island an affordable place to live
27	Affordable housing
28	Proactive "Planning"to ensure that a percentage of affordable lots are part of all future development
29	Ferry Rates & Service
30	Ferry traffic
31	Ferry traffic and ferry lineups
32	Ferry
33	ferry service, or lack thereof
34	Beach access
35	councillor michael kaile
36	Major Gary Ander
37	Red tape for renovations and tree removal
38	failing existing infrastructure
39	Bylaw enforcement
40	Climate change and the lack of action to prepare the Island Trust area for climate change related impacts
41	Climate change
42	Climate Adaptation
43	Adaptation to Climate Change - including inadequacies in the building code
44	climate change preparation and mitigation
45	The Climate Crisis
46	Climate change
47	The effects of climate change - rise in sea levels
48	Climate change resilience
49	Climate change
50	Managing water in a climate changing world for community safety and appropriate community development.
51	Climate change
52	Climate change
53	Climate change
54	Community culture (developing unity)
55	Community succession with declining workers and services
56	maintaining diversity in our community
57	new arrivals want city amenities and lack appreciation for the islands' natural features - I consider amenities a 4-letter word

58	People wanting too many amenities
59	unaffordable for people who are not wealthy
60	Population diversity
61	Population diversity, by age and wealth
62	empty homes
63	Resilient power supply and other infrastructure
64	resistance by some to more effective protection of ecosystems
65	Protection of natural areas
66	Limiting negative human impact on the ocean, freshwater and land
67	New comers that do not understand their role to protect
68	protection of orcas from whale watchers ships and pollution
69	reducing need for carbon base fuels on the islands
70	reducing car use
71	not enough permanently protected green/wild/park space
72	air quality
73	Hunters accessing using private property (very dangerous)
74	degradation of marine ecology
75	Cutting of mature climactic pahase watershed forests for livestock and smaller sub division
76	Over Grazing from Feral Sheep
77	Maintaining the unique environment & rural landscape
78	effects of human development on the forest, aquifers, shorelines, and other habitat
79	Fire
80	Potential forest fires
81	Affordability and gentrification
82	LLoss of former MetroVan. parkland at entrance to Bowen - Lot 33
83	Reducing bureaucracy on the island
84	Being in the CRD - we are rural NOT a suburb of Victoria.
85	dysfunctional CRD
86	Housing
87	lack of legal rental suites in existing houses
88	shortage of not for profit housing
89	housing
90	Housing
91	Vacation homes leading to lack of commuity
92	Increased Capital costs because of #1
93	Development that does not consider the local trust committee and the official community plan
94	Outdated OCP
95	land management
96	Land use on private land
97	facilities and care for the increasing population of the aged.

98	Threat of commercial logging
99	logging of crown lands
100	Potential logging
101	Logging
102	Logging
103	Threat of clear-cutting by BC government agency
104	The PMFL act destroying our ecosystem when clearcutting takes place.
105	Rampant deforestation
106	Reducing foresty practices on private lands
107	Loss of habitat for species at risk
108	Forest cover protection
109	Loss of critical habitat (specifically wetlands)
110	natural area protection
111	Spread of invasive species
112	marine traffic
113	Poor communication between trustees and full time staff (e.g, bylaw enforcement)
114	Over population
115	Population cap
116	Keeping young people from leaving the island
117	Preserve
118	Good mix between progress and preservation
119	Excessive building of high cost super homes/not enough low cost housing
120	Limiting development and preserving wild areas
121	Understanding the limits of island resources to limit and control development (including affordable housing). Additional densities being given and considered, without sufficient understanding and planning for the capacity of ALL resources and services (water, ferry, policing, roads). The split in decision-making responsibilities applies a limited lens on expansion that is irreversible, once approval is given. Requests need to consider the big picture by the LTC, even for those resources which they have no jurisdiction. There is no other gate that will take all factors into consideration.
122	Too many people trying to live in a limited housing area
123	Too high of expectations, it is not urbania
124	Island Growth
125	development
126	development pressures
127	sea level rise
128	Tanker and Freighter traffic
129	Shipping through the Salish Sea
130	local employment
131	Sustainable local economy

132	Constrained economy - limited jobs for youth
133	support for sustainable community economic development
134	Employment Opportunities
135	There is a changing economic and social class structure from full time rural working class to summertime vacation cottages
136	Sustainability/resiliancy
137	Employment
138	Taxation
139	Costs of both Metro Vancouver & Islands Trust
140	Tourism degrading island community
141	Adverse effects on community and environment of increasing tourism
142	Living with the GINPR
143	Being overrun by tourists
144	I think Gabriola needs to be seen as a special place where the environment and relatively quiet lifestyle are central to planning. I am not convinced by assertions that more economic "development" and increased tourism are necessarily beneficial. I think a very large part of the island economy is people whose incomes do not depend on local employment. As one of those, I am concientious about supporting local businesses that provide valued services. I also recognize that tourism is very important to the existence of those businesses. However, there is no reason to assume that taking on the trappings of a conventional small town with light industry or swarms of tourists is needed for the island to b a viable community. It should, however, be possible to stabilise incomes on the island while respecting its unique character. As Gabriola brands itself as the "Island of the Arts", there should be a plan to make that branding real. For example, the local talent exists for development of a suite of excellent arts workshps. The challenges would be to establish an appropriate venue, and to organize accommodations for students. The current "Isle of the Arts" festival is very inward-looking. Using the same talents, high-end workshops with guests staying at b&bs could be run over the summer months, perhaps with blocks of time laid out for specific artitic media.
145	Tourism
146	Tourism
147	attracting tourism while protecting island life
148	Land access for trails
149	Bike lanes
150	Transportation- reducing traffic and demands on roads
151	Transportation options
152	Tramsportation
153	Roads
154	Absence of bridge
155	People who want a bridge built
156	Safe pedestrian and cycling transportation
157	Fulford Ganges road cycling path
158	Urbanization

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159	Water
160	water
161	water supply/increased development
162	Water conservation
163	pssible clean water shortages due to over population
164	Water storage
165	lack of agricultural irrigation rates for water
166	Water/NSSWD Development Moratorium
167	water security
168	managing water resources sustainably
169	sources of water
170	Water
171	water shortage
172	ability to back up problems-----example----[redacted]

Respondents	Raw Data for Third Challenge
1	Need for recreational facility for seniors - a pool would be a great connector
2	lack of support for young families
3	medical care
4	Affordable housing especially for families
5	lack of affordable, year-round rental housing
6	Affordable housing - inability to provide year-round rental housing for young families
7	Lack of affordable housing, the lower your economic level, the less likely you are to be able to live here.
8	Affordability
9	Affordable housing
10	affordable housing especially for seniors
11	banancing affordability with population density/growth
12	Affordable housing - energy/water efficient development
13	Affordable housing
14	housing affordability and availability (and how that affects community diversity)
15	ensuring continuity, aging in place, for senior islanders
16	aging population
17	AGRICULTURE - need to protect soil for small-scale farming & food security
18	Too many dogs
19	Asset management
20	Ferry
21	Having our ferry service recognized as an integral part of the highway system
22	councillor morse

23	Councillor Alison Morse
24	lack of direct power of trustees over the Islands Trust bureaucracy
25	Lack of by law enforcement
26	Bylaws are not enforced.
27	no effective tree-cutting bylaws
28	poor bylaw endorcement
29	Bullying by by-law enforcers
30	Capitalism as it relates to profit before people
31	carbon footprint due to ferry
32	climate change and the impacts of increased droughts, intense storms, etc.
33	Addressing climate action mitigation
34	inertia - that people fail to change at the rate required to prevent catastrophe
35	Climate change, including water and fire issues
36	Global warming effects
37	Climate change
38	Climate Mitigation
39	The Climate Crisis
40	meeting environmental challenges re "global warming"
41	Preparing for climate change to ensure survival of species
42	Climate change
43	climate change
44	climate change
45	The effects of climate change - fresh water and energy resources
46	Climate change
47	climate change
48	Climate change
49	surrounding waters in crisis
50	Climate change
51	Enabling a vibrant community
52	Island identity
53	Conservation
54	so-called "communityLands" Lot 3 being clear-cut & developed
55	prevention of any logging on our island
56	The province considers crown lands as available for timber harvesting. This is just unacceptable and Bowen Island must be taken 100% out of the commercial forest.
57	Development and fire-fear pressure leading to deforestation
58	No regulation of logging activities on private land
59	Tree cutting on crown lands
60	reducing private property logging
61	Drought (thanks to deforestation) and fire (thanks to deforestation)
62	Deforestation due to development

63	Disrespect of pristine areas
64	Keeping the island vital by making it possible for younger people to live and work here
65	Mitigating the nimby loudmouths influence on decision making on Bowen island
66	Emergency preparedness
67	Degradation of natural features
68	Pollution and damage to our surrounding waters
69	Disappearing green spaces for wildlife too many trails
70	Maintaining functioning wetlands, streams and shorelines as properties are developed.
71	Making people aware of forest soil science and the intrinsic values inherent in Trust area forests.
72	lack of affordable housing for farm workers
73	High cost of food
74	Agriculture, food security support
75	Producing and sustaining our own food sources for our community
76	forest fires
77	funding for arts
78	Islands Residents' lack of support and confidence in a confused context of governance and distribution of powers.
79	Connectivity to Vancouver
80	Homelessness
81	housing
82	housing
83	Housing
84	Balance of housing options for needed workers, all sectors
85	housing
86	Housing
87	the above 2 resulting in symptoms such as housing affordability, fresh water shortages, ecosystem disruption
88	Increased operating costs because of # 1 & 2
89	ferry and freight rates
90	Lack of world class bandwidth for home based workers
91	Improved internet service at reasonable costs
92	Lack of IT staff for SS
93	knee jerk planning
94	Lack of planning for the future
95	updating OCP for these times
96	Ganges (urban planning/design)
97	Land uses
98	Invasive plants (Daphne on Gabriola)

99	managing lodging
100	Mismanaged ocean - catch too much herring? No salmon starving orcas
101	Marine conservation
102	DFO policies encouraging aquaculture and not on conservation
103	low water supply
104	abandoned cars boats and trailers
105	ocean garbage from fishery industry
106	a tilt towards part-time residents who do not get involved inthe community
107	too many people
108	Population pressures
109	Maintaining island aesthetic - noise, traffic, views
110	Preserve
111	Keep communities healthy
112	protecting our culture and our island
113	tourism vs. protection of environment
114	Sustainability
115	Continueing to protect the forest land base through careful management of residential development while ensuring we achieve our planned Road Network
116	Maintaining the rural nature
117	over - Development
118	Infrastructure
119	density
120	Postive Solution for mounting developer pressure
121	Infrastructure
122	meaningful consultation and relationship-building with Snuneymuxw and other Indigenous communities
123	Full-time housing rentals - what is the "real need"? Rents are too low and purchase prices are too high, to make it profitable for someone to buy a rental home as an investment. There seems to be a relatively high dependency on rentals being available on the island, considering the unfavourable conditions of owning a rental home. Is it really a core "island value" for people who don't work on the island to be able to rent here?
124	Enough rental housing for residents, rather than STVRs
125	High commercial rents
126	Water level rising in ocean due to Arctic ice and Antarctic ice and glaciers and Greenland melting at continuous faster rates
127	sewage issues leading to ocean pollution
128	shelter
129	Increased marine traffic supporting Oil Industry
130	Tankers

131	Slow decision-making regarding infrastructure due to number of organizations involved
132	Sustainability in the face of economic challenges and urban pressure
133	Employment
134	sustainable businesses
135	Lack of economic growth
136	young people to keep the economy going
137	Balanced year round activities (employment and other)
138	High taxes
139	Maintaining the costs of being our own municipality
140	Over tourism
141	Tourism
142	Tourism Accommodations
143	tourism
144	Ferry, roads and village trail
145	Transportation
146	safe roads
147	Walking trails, sidewalks
148	Transportation for alternative choices, mainly bicycles
149	I would like to see an assessment of roads on Gabriola (and all the Gulf Islands) as places for pedestrians, cyclists and slower electrical vehicles. Many roads on Gabriola are extremely unsafe for pedestrians and cyclists due to a lack of shoulders and/or protected bike lanes. I would like to see an audit of the situation, including the extent to which Gulf Islands roads meet provincial standards.
150	Urbanization
151	Urban lifestyle expectations threatening rural character
152	Influx of 'mainlanders' who do not understand or appreciate island living and want Bowen to be more like mainland living
153	Industrial areas
154	The 44KW Solar array at the school is not being utilized during the summer months
155	Water quantity and quality
156	Unregulated use of water by owners of private wells
157	Water
158	water - cisterns should be mandatory
159	conserving water supply
160	Water supply
161	managing our water and forest resources
162	water collection
163	Water
164	water quality & quantity

165	Groundwater Contamination
166	Unsustainable development
167	Groundwater resources
168	Reasonable legislative frameworks for services (drinking water etc.)
169	Auto-dependency
170	But neither of these problems fall within the mandate of Islands Trust.

Question 3 – What do you think are the top three challenges facing the broader region that Islands Trust should address at a federation level?

Respondents	Raw Data for First Challenge
1	Tankers of fossil fuels
2	Save the Orkas(whales) and Dolphins
3	logging
4	Tourism pressures
5	Development
6	The quality of the water of the Salish Sea, and the health of marine life
7	preserving the integrity of natural ecosystems - land and marine
8	Development pressure
9	protecting the unique environment of these islands
10	Ensuring that OCP Policies and Objectives are respected and advanced by Staff in their dealings with applicants and their reporting to LTC's, including with bylaw enforcement
11	affordable housing
12	The incompetence of Transport Canada re. Safe Shipping
13	LNG Wood fiber
14	Alternative energy
15	climate change
16	Nature preservation (land)
17	Guarding the salish sea
18	Water
19	Howe Sound environmental well-being
20	Water pollution (tankers) and degradation (fish farms etc)
21	Climate Change
22	environmental impacts of development - loss of natural habitats and threats to native species
23	Tourism
24	Logging pressure
25	Marine environmental protection incl. derelict boats
26	Potable water
27	Environmental management
28	CLIMATE CHANGE - protecting aquifers & forest cover
29	Limiting development in face of climate change
30	Environmental management; ocean ecosystems

31	Unsustainable increase in traffic of large vessels / danger to small craft /kayaks and associated businesses / impact on marine life
32	Increased traffic from large ships, including potential for oil spills and safety for small craft, including kayakers, because of increased large vessels
33	Affordable housing
34	The need to shift our culture from extractivism towards true sustainability. See: http://www.sustainwellbeing.net
35	Housing
36	Climate change
37	Loss of critical habitat (specifically wetlands)
38	Climate change
39	over use of resources including tourism (along with air&b)
40	Roads
41	Climate change
42	Managing growth to allow communities to become more self sufficient
43	Climate change
44	marine protection from over exploitation and commercial impacts
45	Climate change
46	Climate Change
47	Effective use of Trust jurisdiction to preserve and protect natural areas
48	Response to oil spills
49	Shipping traffic
50	The islands trust should be downsized
51	Income Tax allowances
52	Climate Change
53	Increased use of the Salish Sea for shipping and recreation
54	The environment: potential tanker traffic poses a threat
55	Mismanaged fishery
56	climate change
57	Freighter traffic
58	Water
59	Environmental protection
60	sharing information on how they each have tackled common problems.
61	non- elected influence over local decisions
62	Water
63	Overpopulation
64	Broader housing options for today's income earners
65	Holding ground against development - it's for the benefit of all people in BC not just the ones living here.
66	Can you limit population, not likely
67	Finances
68	Preserve
69	Affordable housing
70	too many rules and groups making rules
71	Growth

72	Degradation of the Marine Environment
73	Freighters/anchorages in the Salish Sea waters
74	preparation for and mitigation of climate change impacts
75	Harmonizing trust mandate with branches of the federal and provincial governments
76	Frieghter traffic/mooring
77	Eliminating existing and proposed anchorages
78	Orca and salmon protection
79	Increased shipping, anchorage & risks associated
80	expansion of the Trusts power so it can be more of a governing body
81	deer overpoulation
82	Marine conservation
83	Provincial and National governments impacting our region through their decisions, loss of local island control over local environment.
84	Over population
85	Figure out how to make Islands Trust relevant when islanders can't afford to live on the islands
86	The Climate Crisis
87	Climate emergency
88	Environmental issues re global warming
89	land management
90	Increasing positive climate action through land preservation
91	Shoreline and marine protection
92	Shipping regulations. Storage and transit of freighter traffic
93	Water conservation
94	Climate emergency actions
95	affordable farm worker accommodations
96	Loss of biodiversity
97	making the trust permanent - no more municipality votes
98	Climate change
99	Climate Action impacts in general
100	Reducing taxes on your ratepayers
101	climate change
102	Healthy communities on the islands
103	climate change
104	climate change
105	clean up the sea
106	Climate change
107	The same as the above!
108	climate change
109	Protection of water
110	Climate change resilience
111	same as question 2
112	Housing
113	Urbanization
114	water

115	Climate change
116	climate disruption/rise in sea levels/extreme weather events
117	climate devastation
118	climate change
119	Climate change adaptation
120	Climate change issues, especially stopping pipelines and tankers and adaptation to new stresses
121	traffic congestion/ noise/ pollution/safety
122	Climate change
123	Climate change action
124	Climate change
125	Same as above
126	Affordable Housing
127	Effects of climate change
128	Climate Change
129	Climate change
130	secure funding to fund climate adaptation
131	maintaining healthy forests
132	Climate Change (lowering our emissions - Today)
133	Climate change
134	see answers to question 2 above.
135	climate change
136	Measures need to be taken to ensure that the exceedingly wealthy do not overrun the islands. A limit on house sizes might be part of that. Much stronger measures should be taken to prevent absentee ownership.
137	The Logging initiative
138	Housing
139	Preserving the environmental qualities that make this region unique
140	Housing
141	Tanker traffic and parking
142	overfishing
143	Climate change
144	Groundwater resources
145	affordable housing
146	should not waste time trying to change federal policy
147	Access challenges. Pressure the DFO to allow for community dock solutions.
148	Climate change
149	affordability and population pressure
150	climate change
151	Preserve nature and also marine life
152	FreshwTer protection
153	global warming
154	Environmental stewardship
155	Affordable Housing
156	Grants for residential water storage development

157	Ferry transportation costs
158	Housing
159	Inter-island transportation
160	Same as for question 2
161	Marine protection
162	Balancing residential needs/wants against the provincial population
163	Planes Flying Over Head of private property
164	Vancouver Port off-loading their issues into our waters-large tankers should not be anchored or conducting business in our waters
165	shoreline and marine ecosystem sustainability
166	Housing
167	Foreign Real Estate ownership
168	commercial marine traffic and potential accidents and spills
169	Oil pipeline opposition
170	Housing

Respondents	Raw Data for Second Challenge
1	Careless boating's effect on all sea creatures (including derelicts)
2	Save Howe Sound and estuaries
3	LNG tankers in Howe Sound
4	Stvrs
5	Land conservation
6	Potential increase in tanker traffic. All tanker traffic should be terminated. There is no such thing as effective oil spill clean up.
8	Preservation of green space
9	ensuring accessibility for all
10	Finding better ways to manage and limit STVR use ...such as getting the authority to do licensing.
11	water shortage
12	Hydrocarbon Exports
13	BC Timber Sales
14	Balance of economy and community
15	water
16	Nature preservation (ocean)
17	Obtaining all fishing rights for the sea
18	Population growth
19	Tanker traffic in Howe Sound
20	Forestry
21	protection of vlnerable species, especially the orca
22	climate change and the impacts of increased droughts, intense storms, etc.
23	Environment degradation because of climate change
24	Converting traditional development to conservation development
25	Vegetation cover and water resource preservation
26	General issue with respect to climate change ie fire

28	AFFORDABLE HOUSING - protecting communities from too much tourism & real estate speculation
29	Water shortages
30	Proactive climate change strategies
31	lack of planning for climate change
32	Impact of climate change, and particularly lack of planning for impacts of increased storm surges, emergency evacuation, disaster risk reduction
33	Climate action and environmental protection
34	The need for coordinated emergency action to prevent ecological catastrophe
35	Transportation
36	Employment
37	Global warming effects
38	Shipping traffic and anchorages
39	access communication & transportation
40	Ferry
41	Population growth
42	Updating Community Plans to reflect changing communities
43	sustainability
44	local food security
45	Tanker and Freighter traffic
46	Shipping
47	Ensuring that individual island planning respects Trust mandate
49	Transportation affordability
50	The islands trust should be more realistic and not take such holier than thou positions on things
52	Climate Adaptation
53	Increased population, development and degradation
54	Possibility of logging. BCTS is a threat
55	Steadily increasing costs
56	carbon footprint
57	Housing
58	Climate change
59	Density contrrol
60	affordable housing
61	one size fits all templates from Victoria
62	Anchorages
63	Attainable housing
64	Challenging internal Trust spending priorities on redundant or needless regulations
65	Keeping your focus - for example you don't have the expertise or mandate to deal with climate change.
66	Too much beurocracy with too large a budget.
68	Preserve
69	Water
70	People dont seem to understand nature

71	Housing
72	Aboriginal reconciliation
73	meaningful consultation and relationship-building with Indigenous communities
74	multiple assaults on the marine environment
75	Creating a future vision of Island communities and ecosystems in light of more global forces such as demographic, economic and climatic changes. Need to move beyond preserve and protect thinking to one of planning for the future.
76	Marine noise pollution
77	Creating economic opportunities
78	Tanker anchorage
80	ability of elected officials to accomplish anything with the Trust bureaucracy getting in the way
81	crd building inspection over regulation
82	Influx of summer tourists/water/septic capacity
83	Powerful private enterprises creating social and environmental changes for profit
84	Deforestation
86	The Climate Crisis
87	Governance
88	increase potable water use
89	coastal waters management
90	Limiting negative human impact on the ocean, freshwater and land
91	Climate change
92	Wildfire prevention and forest management
93	Forest fire protection
94	Incentivize landlords to create affordable housing
95	electric vehicle charging infrastructure installation
96	Climate change
97	permission to log private property needed
98	Rate of development
99	Drought and fire threats
100	Planning to mitigate for climate change
101	affordable housing
102	Not allowing the islands to degenerate into only tourist sites
103	poor ferry service
104	preservation of ecologically sensitive areas
105	save the orcas
106	Affordable housing
108	preserve and protect
109	Protection of forests
110	Cost of housing
112	Climate change
113	Marine health and safety
114	development
115	Bike and transit to Ferries
116	forest fires/air quality

117	logging on private property
118	climate change
119	Being overrun by tourists
120	Completely changing land use policy to create low carbon community in 10-12 years
121	affordable housing
122	Danger from tanker spills
123	Marine conservation issues
124	Climate change
126	Water
127	Increased population pressures
128	Over-Tourism is destroying the Trust Area
129	Housing
130	streamline investment application process
131	managing water resources sustainably
132	Reducing foresty practices on private lands
133	Real estate speculation
135	income inequality/affordable housing
136	The Trust should be very active in advocating protection of the waters around the islands.
137	n/a
138	Infrastructure
139	Creating sustainable development
140	Groundwater Contamination
141	Protection of marine environment
142	industrial marine traffic
143	Threats to marine life
144	Population cap
145	emergency services
147	As above can fish habitat damage from too many private buoys and floats.
148	Maintaining biodiversity
149	maintaining a strong farm-based economy
150	oceans in crisis
151	Keep islands unique and fight overpopulation
152	Conservation
153	shoreline/ocean issues eg garbage from fishing industry
154	Regional Governance alongside First Nations
155	Population diversity by age and wealth
156	Protection of marine environment
157	reliable internet and phone services
158	Tourism
159	equitable taxes
160	Diverting tax dollars away from Planning and into forest preservation and education of forest science
161	First Nation engagement
162	Water supply management

163	The road conditions
164	Ensuring appropriate health care services are available for those seniors who want to age-in-place
165	impacts of human development and tourism on the ecosystems and communities
166	Tourism
167	Ferry Subsidy Rates not enough
168	climate change
169	Protection and preservation of ocean habitat and foreshores
170	Infrastructure

Respondents	Raw Data for Third Challenge
1	Commercial logging
2	Save the Salmon and anchovies
3	oil tankers throughout the IT region
4	Climate change impacts
5	Sustainability
6	Cooperation and promoting an understanding of the values of the Salish Sea by all authorities and jurisdictions
8	Preservation of sensitive marine areas
9	wildlife protection including waterways
10	Climate change and groundwater protection
12	Ships at Anchor just about anywhere they please
13	Kinder Morgan Pipeline
15	housing
16	Education re above
17	Obtaining al foreshore rights
18	Transportation
19	Logging
20	Sustainability and precarity
21	relationship/reconciliation between First Nations and Settlers
22	housing affordability is a problem throughout the region, and the islands are affected by nearby urban areas.
23	Housing prices
24	Maintaining healthy ecosystem in face of industrial pressures
25	Progressive land use planning
28	AGRICULTURAL SOILS - need to protect & enhance each island's ability to grow food for its community
29	Water pollution St Mary's lake
30	Emergency preparation
31	Trust planners that seem to work against the preserve and protect mantra
32	Maintaining rural character in the face of development pressure
33	Ferry cost and scheduling

34	strengthen democracy : Note: I first understood this question to be about the "federal" level... but what I said goes for the wider Trust area too.
35	Jobs
36	Environmental protection
37	Population Growth
38	Keeping the Salish Sea clean and suitable for all marine life
39	protection of marine environment
40	Law enforcement
41	LNG terminal in Howe Sound
42	Retaining the attractive character of the Islands to younger demographic.
43	affordable housing
44	local energy security
45	Housing
46	Preservation of the Salish Sea
47	Opposing senior government plans and policies that negatively affect Trust area
49	Wildlife preservation
50	The islands trust should remove Bowen island from their preview
52	Climate Mitigation
53	Legal Protection of these unique islands and surrounding waters
54	Maintaining the 'island nature' of our islands
55	SSI representation - 10,000 people, 2 reps?
56	collecting rainwater at a wide level
58	Balancing growth/bc ferries
59	Water supply
60	policies to encourage young farmers
61	erosion of the original Preserve and Protect mandate
62	Methods for setting and evaluating density caps on islands.
63	Chamber of ommercecwants industry
64	Develop empathy for community economics that produce tax revenue
65	Move your offices to one of the islands - we should not have our tax dollars leaving here and being spent in Victoria.
66	Increasing taxes is going to make people more inclined to dismiss the trust organization.more meeting
68	Preserve
69	Over population
71	Industrial areas
72	Freshwater use policy
73	affordable housing
74	improving the connection of the Trust to the population, being more relevant, less formal
76	Affordable housing (tiny homes?)
77	Encouraging more visitors
78	Tanker traffic fear of spill.
80	getting trust bureaucracy reduced and out of Victoria

81	bc ferries
82	Marine transportation
83	Climate change and loss of biodiversity
84	Rising water levels
86	The Climate Crisis
87	Rethinking the Trust and OCP in light of climate change
88	appropriate forestry preservation and fire retardation.
89	housing
90	Preparing for climate change to ensure survival of species
91	First Nations reconciliation
92	Water storage and system management
93	Ocean protection
94	Diversify employment ops for vibrant communities
95	electric vehicle purchasing incentives
96	Regulating tourism
97	remove tankers from salish sea
98	Security of water supply
99	Water availability
100	Increasing economic opportunities on the islands
101	risks from industrial shipping
102	Recognizing that each island needs it's unique character perserved
103	loss of marine wildlife
104	shortage of not for profit housing and water supply
105	climate change
106	Water supply
108	bylaw enforcement
110	Alternative transportation
112	Transportation
113	Rural access to high speed internet
114	conservation
115	Lack of staff
116	deforestation/draughts
117	profit-driven development
118	climate change
119	Maintenance of community diversity/character
120	Educating the community for a low carbon future in 10-12 years!
121	Climate Action
122	Land use
123	Ecosystem protection through things like protecting forests, wetlands, riparian, etc. An overall strategy with teeth is needed.
124	Climate change
126	Economic Diversity
127	Private land use and development
128	Over-development is destroying the Trust Area
129	Affordable rentals for businesses

130	secure funding to assess limit to OCP development build out
131	forest fires
132	Increased marine traffic supporting Oil Industry
133	Real estate commodification
135	water quantity & quality
137	n/a
138	Health care
139	Creating resilient communities welcoming all income and age levels
141	Derelict boats
142	protected ecosystems
143	Inequality
144	Affordable housing
145	environmental issues
147	Cleanup of derelict structures and vessels
148	Resource sustainability
149	climate change
150	environmental degredation
151	Tougher environmental laws
152	Bylaw enforcement
153	protecting whales and stopping herring fisheries plus over fishing of other species
154	A region wide initiative to support diversity and cultural continuity
155	Preserve and protect the environment
157	removal of soilid wastes and dead vehicles
158	Environment
159	meetings to be held OUTSIDE working hours
160	Stressing the preserve and protect mandate as applied to natural habitat and resisting its use as an urbanisation tool.
161	Retaining rural character of the area
162	Avoid reliance on tourism
164	Ensure that conservation practices are maintained
165	First Nations relationships, reconciliation, and justice
166	Tankers
168	cost of (island) living
169	Improved/lower costs of transportation access
170	Development

Highlights from Draft 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 the future. Highlights of the 2019/20 budget as compared to the previous year include:

- a total proposed budget of $7.89 million
- 3% decrease in total expenditures from the 2018/19 budget
- 59% decrease in the amount of funds being spent from the Surplus Fund
- 2% projected tax increase overall for the Islands Trust Area (other than Bowen Island Municipality)
- 13% projected increase in Bowen Island Municipal tax levy, resulting in a contribution of $332,658, an increase of $38,725
- 2% 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
- 2% increase to trustee remuneration (per Policy 7.2.1 on Trustee Remuneration and the anticipated rate of inflation for 2018; to be verified when updated information is made available by Stats Canada).

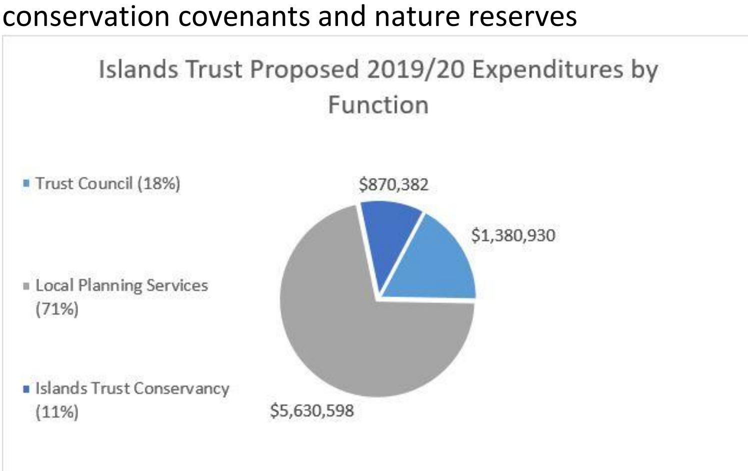
Where your tax dollars will go

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 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



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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:

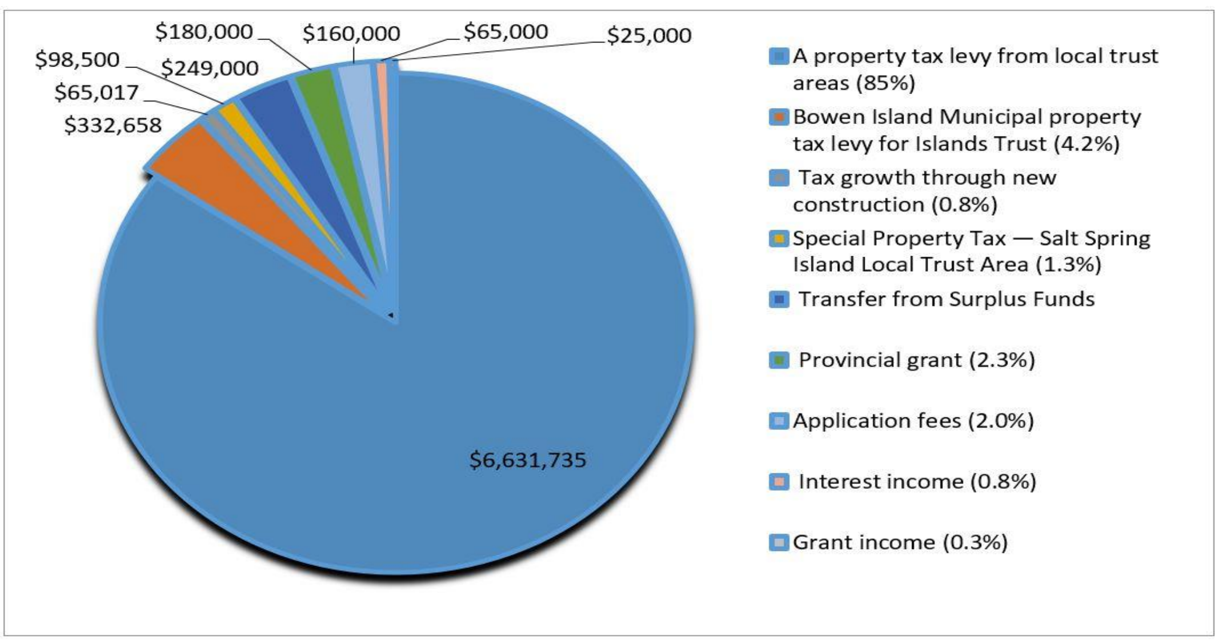
- Funds allocated towards Strategic Plan project work to be undertaken by Trust Programs Committee and Local Planning Committee over the course of the year
- Community, First Nation, and referral agency engagement for the Policy Statement amendment project
- Community engagement on potential Islands Trust Act amendments
- Islands Trust digital and online communications/engagement improvements (e.g. new website(s), apps, engagement software)
- Electronic document management and photo management projects
- 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

The draft budget will also support the following staffing changes:

- New temporary staff position, Covenant Monitoring and Outreach Specialist
- One-year extension of the Freshwater Specialist staff position
-

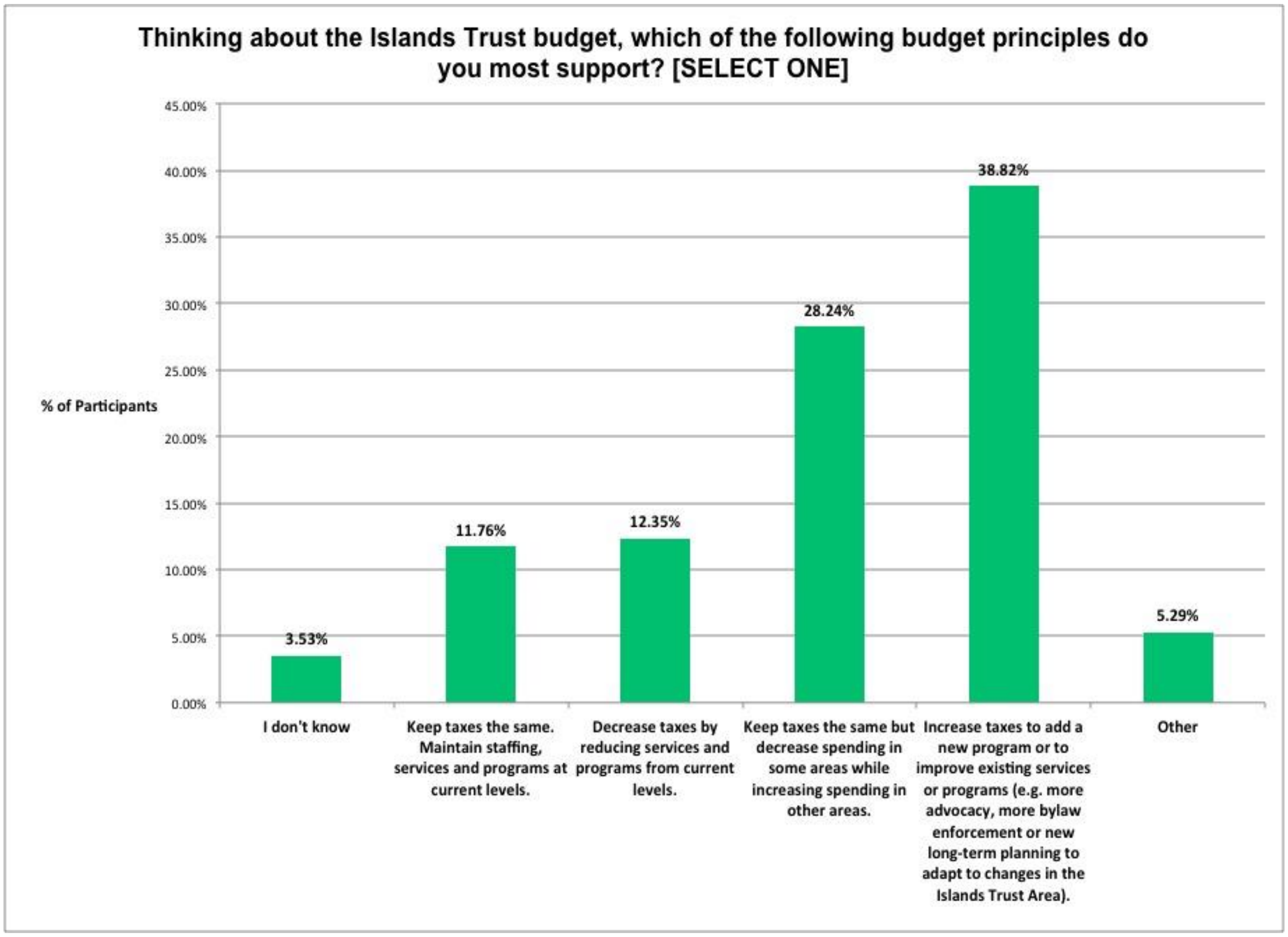
Revenue

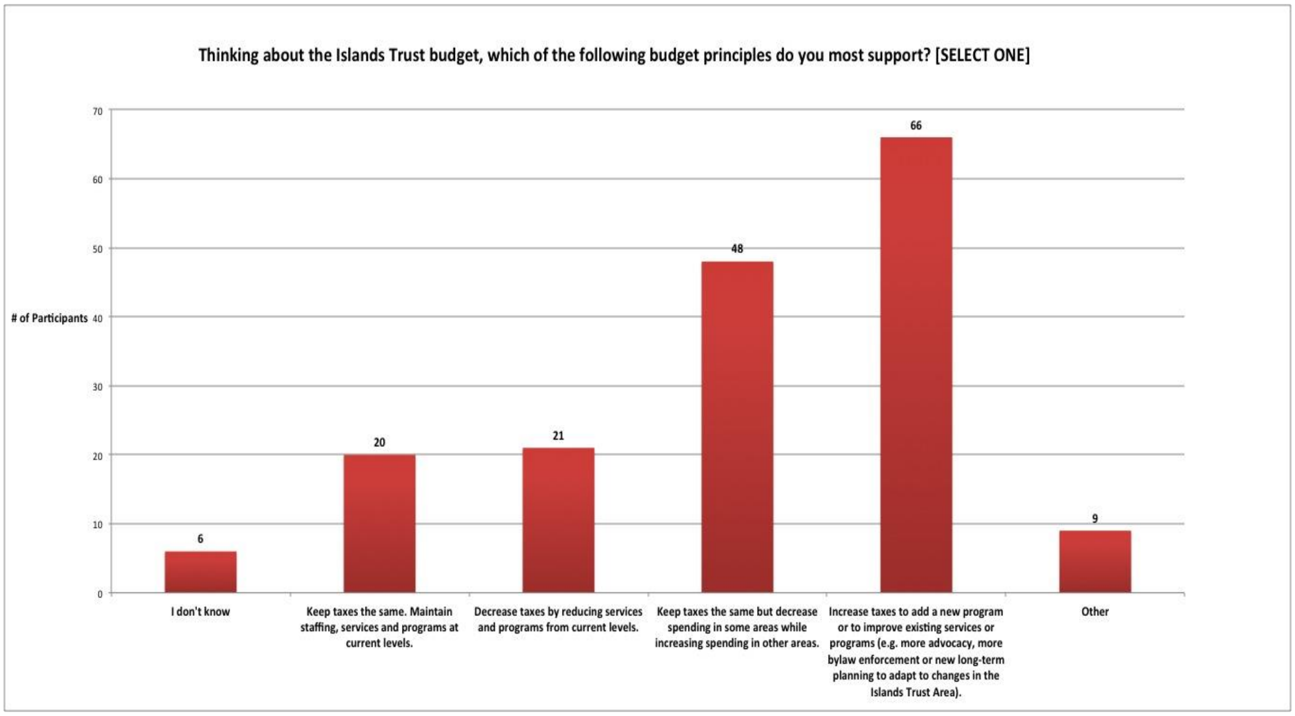
For the coming fiscal year, the Islands Trust is proposing that funding come from the following sources:



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 $249,000 from the General Revenue Surplus Fund. This would leave the General Revenue Surplus Fund at $1.9 million, if the current fiscal year spending aligns with the approved budget (approx. 101% of the recommended minimum balance per Policy).

Question 4: Thinking about the Islands Trust budget, which of the following budget principles do you most support [Select one]





Question 5: 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?

Respondents	Raw Responses
1	I would be willing to pay a little more tax, but am concerned of reaching a push back "tipping point" that could weaken or even destabilize the Trust. I trust (no pun intended) the executive to make the difficult decisions of allotting funds.
2	Thinking of the crisis situation of climate change, advocating for Old Forests, and existing forest ecosystems protection, along with preventing bitumen transport in pipelines and in Georgia Straight and on Burnaby Mountain oil pipeline expansion construction would be a very good focus for the I.T. Save the whales. Protect and preserve the marine environment.
3	continuation of mapping initiatives and advocacy work re. derelict vessels and oil tankers
4	Reduce spending on planning staff and increase spending on ITC. Protection is in the mandate yet only 11% allocated? Makes no sense within the current context of regional pressures and climate change.
5	Islands Trust is best positioned to enforce ‘preserve and protect’ mandate when Bowen Island has a pro-development council (as it does now).
6	I chose "increase" because I don't think the growing population values the natural features of these islands over development and city-amenities. The I.Trust must champion these values and features, and resist the urban influence. The Trust should have the resources it needs to do this.
7	Increase local planning services - supporting Bowen Islanders wishing to honour our OCP and deal with the logging threat
8	Increased spending to address issues like tanker traffic and logging but it feels like Bowen’s increase it too high compared to others.

9	I would like to see more proactive and effective bylaw enforcement because it is a joke at present. Public outreach and education is always needed.. about the Trust in general, and about local OCP policy and Land Use Bylaw regulations, MORE than just by web site. LTCs having enough funds to do mail outs, information meetings and videos to help community engage in an informed way is also needed. In Planning Services I would like to see more than "ongoing maintenance of OCPs" I would like to see OCPs more highly respected in the research and advice of Planning staff. OCPs are often barely mentioned in reports yet our OCP represents our communities agreed to way of acting on Trust Policy. Proposals need to fit into OCP policy and objectives and those that don't should not be allowed to waste the LTC's limited budget and resources. A proposal which is at cross purposes with OCP policy and objectives should be denied and applicants told to bring their idea forward at next OCP Review. Money needs to be spent on orientation of planners newly assigned to an island so that they have time to learn about the land use history and the physical characteristics of a given island so their advice to the LTC and the applicants is thoroughly informed.
10	bowen island can't afford the cost of remaining a member...and why is there a higher tax rate for bowen!?
11	The proposed tax increase is best suited to safeguard the long-term effectiveness of the trust. The trust should a take a stronger position with the federal government to protect the trust area from adverse development and increased shipment of hydrocarbons without world-class safety and prevention measures in place. Everything possible must be done to prevent bad things from happening.
12	Keep informing the public and protecting our interest not the corporate government and the criminal elite. A healthy and natural environment that reflects humanity and respect for coexistence with flora and fauna. Show we value co existence and build trust.
13	More for conservancy
14	Increase taxes, especially to improve by-law enforcement, (eg STVR's) advocacy and response to climate change (eg Community planning for wildfire and water protection.
15	NA
16	Salaries, extreme overspending
17	Increasing To conserve natural resources
18	Far more work is needed for environmental protection and advocacy for our islands, and that will cost money.
19	more advocacy and/or planning to adapt to changes in the Trust area
20	A modest increase of taxes to provide funds to establish more conservation areas and to implement stronger regulations to protect natural ecosystems and water resources on privately-held lands.

21	I would like to see a more serious approach to bylaw and I am willing to pay for it with a tax increase. Forest lot owners continue to break our bylaws and no enforcement is taking place. I live beside a garbage dump! After a complaint has been launched and the owner pays a fine bylaw needs to continue to revisit the site to make sure the owner is complying. If the owner is not complying the second fine should be in the 10000 dollar mark. This will give the trust funding to take owners to court.
22	Though I agree that often budgets need to be trimmed, in view of the rapid pace of habitat loss we need more tools now.
23	Keeping services at current levels requires cost of living increases to taxes, which I favour.
24	Expand advocacy, enforcement, and long term planning
25	Trust council, trust area services Conservancy should raise own funds to pay for management of covenants and properties not tax dollars,
26	71% of the budget goes to planning - which, actually, is the processing of applications for land development. Applicants seem to contribute only 2% of the costs (if I've read the pie chart correctly). This is a gross imbalance. In effect, Trust staff is being used largely for free by developers, while other very important initiatives such as climate change, affordable housing and agriculture are continuing to remain largely unaddressed!
27	Provide grants to all home owners installing solar panels Limit new construction, especially of high cost housing Provide tax incentives for homes & businesses upgrading energy efficiency.
28	Island Trust cannot be hamstrung to act on their policies and planning due to funding
29	Emphasis and expenditures on local planning services need to change. Too much planner time is spent on paving the way for developers that contribute little to the local communities and actively work against the wishes of the LTC and local planning committees, often forgetting 'preserve and protect'. The planners should work for the communities, not do the developers work on the public dollar. Increase spending on climate change mitigation and preparation/prevention
30	Trust planners should not be working for developers. Developers should hire their own planners and the trust planners should be spending their time ensuring that the plans submitted meet official community plan requirements. Funds could then be re-directed to implementation of a climate change plan, including support through zoning for solar installations, EV charging and emergency preparedness.
31	It's essential for all levels of government to mobilize for effective climate action. But if taxes go up too much, some people will object. I suggest the Trust find ways to re-allocatae resources towards effective climate action. For example, perhaps the Trust can keep using current technology rather than try to keep up with "the latest".
32	I value the existing services provided by the Trust and would like to see them increased if new areas of work are warranted.
33	Planning for climate change - especially sea-level rise.

34	The Islands Trust is a key player in preserving the Salish Sea area and should have the funds necessary to fulfill it's mandate. I would like to see increased spending in the areas of: protecting land through conservation covenants and nature reserves, bylaw enforcement, and mapping and monitoring initiatives. Also I would more money budgeted for NAPTEP.
35	Increase programs
36	we are not in position to judge your expenses outside the overall number provided earlier on.
37	Too much money is spent on things that I don't believe in
38	Increase emphasis on preserve and protect
39	Planning requires commitment of funds, and taxes are best way to raise funds if done transparently.
40	Increasing taxes increases services.
41	I think the responsibility is to keep taxes in line with inflation but would accept special tax requisitions for pressing needs around climate disruption, resource protection and shelter security
42	Reduce the Trust Council. Increase the spending on Conservation. The mandate of the Island's Trust is to preserve and protect the islands, yet only 18% of the budget is dedicated to Conservation. The islands have very efficient planners and inspectors from the CRD. We do not need another level of people telling islanders the same thing the CRD inspectors tell us. And how about moving the Island's Trust to actually be on one of the islands?!
43	My observation is that important aspects of the Trust area are being gradually diminished by encroaching urbanization, inappropriate development, and industrial activity in adjacent areas. I would expect greater resources to help restrict this trend. Generally, the famous observation that taxes are the price of civilized society applies to the protection of important social values.
44	It looks like the trustees want a 4% wage increase. Do they get an increase every year? Why not keep the wage increase to 2% and not impose a 2% tax increase on the payers?
45	Work on efficiency, especially in processing applications.
46	It is not usually appropriate (unless there is an unexpected event) nor sustainable to take from surplus to fund operations. Surpluses are better used for capital or one time projects.
47	Reduce employees. Reduce number of trustees and the ridiculous number of meetings that they attend with recompense for attendance and travel Reduce the number of causes that the islands trust supports such as the ‘no tankers/LNG in Howe sound. Stop trying to influence the already ridiculously anti development community plan for Bowen island
48	Increase spending to ITF (a big part of climate adaptation), and put way more into adaptation projects with grassroots island groups. Partner with many other orgs, post-sec and other funders to stretch $$. Less $$ on planning - they have had their turn and those things are just plans - we have less than 12 years to get our act together and it isn't going to be because of a piece of paper with black ink on it.
49	I still don't know because I don't understand all the explanations given nor do I know what the impact of any of this will be on me, my community and the gulf islands as a whole.

50	Bowen is unique. We are a municipality. We have our own planning staff (which I believe we don't pay for in our IT levy) We need much more assistance with 'conservancy' issues
51	Continue providing essential services, but limit extraneous spending on idealistic policy initiatives.
52	with everything costing more how can we keep same level of services without increasing taxes...
53	As a struggling homeowner with a family I am unable to sustain and may be forced to sell. If I had to choose an area to reduce, i would have to say conservancy. Enough land has been protected, such as the old golf course, we need to also support working families.
54	I moved her for what was here.,Not to change it or look for more services. Stop increasing my taxes for soup at the community hall or a bus.
55	more long term planning
56	I would like to see the Trust work within the existing budget and the proposed increase to Trust salaries .
57	Increase spending on understanding water issues and FOLLOW THROUGH by implementing some of the good recommendations that have already been put forward. Don't just stop after doing the research, find ways NOW to cap growth beyond capacity and deal with the impacts of climate change. Small islands are rapidly approaching maximum capacity and don't have a plan for putting out the "no vacancy" sign. Don't wait until it is too late. Increase bylaw enforcement/monitoring of factors that impact public safety (including crime) and the environment. Invest in figuring out how to work better with other agencies, so that the key aspects of an OCP are honoured BEFORE new development is approved. Find a way to accommodate progress without abandoning Trust values.
58	I will pay more taxes IF the plan is to protect these previous gulf islands not have them whipped clipped snipped and glopped can wildlife trees noise out plants and wetlands protected and encouraged
59	Mirror private sector which is forced to do more with less every year. Consider creative and innovative ways for the bureaucracy to become "nimble", getting the processes to move faster
60	Increase bylaw enforcement. Get rid of the watershed person on salt spring - money spent on wages and lots of free volunteer time wasted and nothing to show for it.
61	Spending could be decreased by having more meetings by online rather than everything and everyone travelling to all the meetings. A lot of money is spent on Trust Council travel.
62	The Islands trust both duplicates work being done elsewhere and spends scads of money on unnecessary "feel good" green issues
63	Eg Fire Dept is too rich Too many planning and surveys Cut all dept 10%
64	Needs to be an increase in property management area to get projects done. Currently it is an abomination what this government has done with our islands. Not 100% sure where the decrease should come from but salary is my first thought. Why should you get paid for blocking island growth?
65	Land Use Planning can be conducted more efficiently.

66	Increase taxes to enable the Trust to support essential local services that fall within the Trust mandate
67	The spectre of climate change is huge and needs study, CO2 reduction programs and strategies, defensive preparation and much more. This will require more funds, but also a commitment to use the climate lens through which to review other programs and priorities.
68	There is need to make the Island Trust more cost efficient which means doing more with less (or the same resources). This also means developing positive synergies with the CRD, National Parks, Highways, Federal Government (marine mandate).
69	Continued trail and greenspace improvements/maintenance. More community education about invasive plants. Zoning changes to allow for tiny homes near the village.
70	I note that salaries increased significantly year over year. I would like to see these funds deployed elsewhere.
71	Trust council expenditures seem high.
72	New website, more bylaw enforcement not needed
73	Increase funding for direct land conservation; remove barriers in complying with any land use by-law, provide incentives for individual landowners to do the right thing and follow the law. I also support the proposed staff changes to asset land conservation and educate islanders on water issues.
74	Things that are not as big a concern to majority of community could be decreased. Increase what is most needed to meet the basic needs of community.
75	Scrap Islands Trust
76	Reallocate budget spending and staff resources to focus on climate action in the whole trust Area
77	Increase to support intelligent planning re climate change including review and revising existing regulations regarding density, housing, agriculture. Designate SS to become a world model of a small community developing an cohesive and intelligent response to the climate emergency
78	In ten years time I would hope my fellow Islanders would say that there is a response to be had from the Trust and that response happened in a more timely fashion.
79	Efficiency in prioritizing goals and creating long term planning does not necessarily require more money, but smart thinking/visioning/leadership and excellent team work. Excellent managers hire excellent staff. Involve the community at all times (which SS is good at doing).
80	Allocate more to planning - village visions, climate mitigation and adaptation, and protection of watersheds and ecosystems
81	Retool the mission from managing growth and development to environmental and ocean health. Development is not that bad, we have aging infrastructure and generally older homes and structures. Some development will bring revenue, provide some affordable housing alternatives and innovation.
82	Eliminate Bowen Island from Islands Trust.
83	Less red tape and administration ; more action for example towards tackling climate change or allowing more diversification of employment.
84	increase taxing/spending to implement a new zoning which would allow affordable farmhand accommodations on agricultural land

85	I would like more added to Islands Trust Conservancy to protect more land from development
86	increase spending on environmental issues
87	Work on how climate change is affecting the Trust region should be included.
88	We must increase spending on issues related to Climate Change - more staff, more innovation, more planning, more support for individual island efforts in mitigation and adaptation.
89	The planning budget is bloated
90	increase spending on conservation and protection of environment
91	This budget is bloated, doing repetition of provincial mandates. The main working tools of the IT are the Official Community Plan for each island & that is what the focus should be on.
92	I have attended numerous Island Trust meetings and seldom is anything accomplished. Dealing with the admin people is time consuming, confusing, and frustrated. The outcome is seldom what a person is lead to believe. Therefore there is a lack of trust with the Trust. This is not our elected trustee's but the people who run the show.
93	Increase use of e meetings and electronic documents to decrease meeting costs Use emeeting focus groups for community consultations to avoid combative non-productive meetings. Do more long term planning aimed at the changes in the environment
94	Decrease spending on administration and planning positions. Increase spending on support for local Island communities to deal with the effects of climate change.
95	More bylaw enforcement needed. Support for Ganges boardwalk. Explore appetite for tree-cutting planning restrictions.
96	I would like to see an increase of the budget for both local planning services and for the Trust Council.
97	stop removing funds from surplus fund.
98	I'd like to see a modest increases in taxes so that the IT can focus on environmental, housing and social issues.
99	Bowen has its own planning department and does not need Islands Trust extra level of government
100	increase water oversight increase conservancy monitoring increase community presence and availability (store-front office?)
101	Decrease planning and development steps (streamline) so reduce staff time and cut the watershed special tax
102	increase taxes as proposed while also increase the % of funds transfer from the Surplus Funds to specifically mitigate climate disruption through grants for water collection projects and tree planting.
103	Decrease spending on roads, police and fire department (wages on Salt Spring are ridiculously high); increase spending on bike infrastructure and sustainable agriculture
104	we MUST be involved in climate change in a very big way

105	Increase taxes but also redirect funds. Assign/hire climate action position and education position. Review OCPs and develop climate action transition strategy! Change land use policies to allow only low carbon/water conservation/climate adaption oriented development. Less money for land conservation acquisition and more for education and adaptation preparation.
106	more money for public transit
107	I think we must prepare for climate change. This means that decisions made must be to mitigate our carbon footprint, and make provision for emergencies related to related emergencies.
108	I don't have enough information to know what areas specifically could be reduced in order to increase other services but that is where I would start to look before raising taxes. If no possible savings are found I would support increased taxes.
109	Start active planning towards reducing impacts of wild fires, drought, water catchment infrastructure, rampant wild deer populations that destroy forest undergrowth and increase fire threats, emergency preparedness and other increasing threats from climate change
110	More money for Climate Action projects
111	The population and development is increasing, so we need more staff to deal with it.
112	Increase taxes, to (1) plan for Climate Change, and (2) update OCP to regulate (prohibit) any further deforestation beyond home-site foot-prints (whose overall number must be limited).
113	Increase taxes in consideration of pending impacts of climate change, protection of water, local buildings adapting to green energy alternatives
114	trust council should be communicating electronically and utilizing existing technology to decrease carbon footprint
115	work closer with other govt agencies to reduce overlap and create cohesive and more efficient governance
116	preventing the effects of Climate Change may require additional funding. I am willing to support the required charges.
117	Increase provisions for climate change strategies. Increase bylaw enforcement budgets. Increase staffing for future planning and research.
118	Increase taxes AND reallocate some spending. Provide funds specifically for climate action, including staff time and for discretionary funds that can be allocated as needed to local groups undertaking climate action planning, and/or for staff time.
119	Increase spending to: support climate change adaptation; including water conservation & monitoring.
120	The proposed budget appears to be reasonable. I view proper functioning of the Trust as essential to quality of life on the Gulf Islands.
121	With an average increase of 2% on the islands that REQUIRE IT protection and a THIRTEEN PERCENT increase on the MUNICIPALITY of Bowen Island that has its own planning department and LUB I hope that there will be a $330,000+ decrease in funding from Bowen Island
122	Islands Trust Conservancy, to protect natural areas

123	Taxpayers shouldn't have to pay more - reduce the number of programs the Island Trust is supporting. Relying on prior year surpluses to balance current year expenditures isn't responsible budgeting. Taxes are already going up per household based on assessed property values, they shouldn't have to go up more particularly to support Council, committee and staff raises.
124	We need to deal with our current housing crisis and need to review our current OCP to allow flexibility when creating housing options.
125	Self-explanatory
126	Stay the same.
127	increase spending on bylaw enforcement
128	Some of the conservancy issues are silly. The amount of money you are spending on "creek enhancement" is an embarrassing way to improve fish habitat. We're talking a dozen cut-throat trout. If, for example, we could get the DFO to work with us instead of obstruct us, we could vastly improve of fish foraging habitat while removing mooring buoys and floats that currently affect eelgrass and bivalve habitats. Spend money better.
129	increase advocacy; increase affordability; add marine enforcement somehow.
130	trustees and staff should find ways to minimize travel whenever possible and use alternate methods to decrease their carbon footprint wherever possible
131	Local planning decrease through more central bylaws and increase budget for conserverancy
132	Trust seems to be ineffective in most aspects of island life that really matters
133	I think the time is approaching when we need to negotiate a new relationship with Bowen Island Municipality. Many Islanders don't see what we get for the money we put into the island stressed I think the time is approaching when we need to negotiate a new relationship with Bowen Island Municipality. Many Islanders don't see what we get for the money we put into the islands trust. I believe in the mandate of the islands trust and I think it needs to do a better job communicating to Bowen Islanders. I would hate to see Bowen Island withdraw from the islands trust simply over the question of how our money is spent.
134	My major concerns re local island issues are not at the core of your mandate
135	Reduce spending in land covenants and increase in land use planning, bylaw development/enforcement
136	I believe that the Island's Trust could become more of an important player through local advocacy/ faciliciating local engagement to tackle issues like climate change and housing. More tax revenue dedicated to this cause would facilitate this.
137	By-law enforcement is NOW a waste of time and energy since enforcement is extremely difficult
138	Reducing the obscene percentage devoted to Planning and dveoting it to property owner based lower cost small housing in a low density manner by offering landowners tax incentives to create a cottage to rent. Working with the Federal and Provincial governments to create tax breaks for owners who create a small rental unit on large lots. Avoid high density lower cost units and encourage,in a financial tax way,owners with sufficient land to develop a small unit for rent.Tax savings for owner and opportunity for low income people. An owner rental partnership. . Less tax dollars for government but more opportunity for workers in a stable home base of reasonable rent.

139	Since the Trust protects the area on behalf of all British Columbians, the Province should contribute more to the Trust. Advocate for that and in interim, okay with proposed budget. Why should local residents bear the majority of costs for a provincial object?
140	If spending isn't limited by some mechanism and allowed to creep up, the resources consumed by the bureacracy will keep increasing as well. Increased consumption (anywhere) will lead to degradation of the environment and is against the core mandate of the trust.
141	The cost of public consultation. Last Year there was a meeting about the OCP review and We spent 4000$ on it which can easily be spent in more meaningful ways.
142	Meetings can get expensive, & with technology available, there can be more efficient, less expensive ways to meet. Use those funds saved to assist elsewhere.
143	the 2% increase feels about right, to support a First Nations specialist, more staffing generally for advocacy and intergovernmental relations, and a strong team of planning staff. My concern is that the need and demand for advocacy is a bottomless pit, and the results uncertain. And it is hard for Counciil to say no to demands for advocacy.
144	Reduce staffing, increase volunteer opportunities
145	Tax second homes and vacation homes to provide grants for small local business, playgounds, daycare's, old folks housing.
146	Add more advocacy and more long term planning for climate change and self-sufficiency
147	Decrease planning budget
148	Being able to afford to live here is hard enough as it is, more taxes won't help, though things need to be reconfigured to address the real issues that have not been looked at like housing, sustainable development and long term thinking.

Changes to Local Planning Services

Local Planning Services provides all land use planning functions for the 13 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 with the creation of a Long Range Planning Team that will undertake proactive project work for local trust committees and a Planning Application Team that will process applications.

On Bowen Island, the municipality provides planning services.

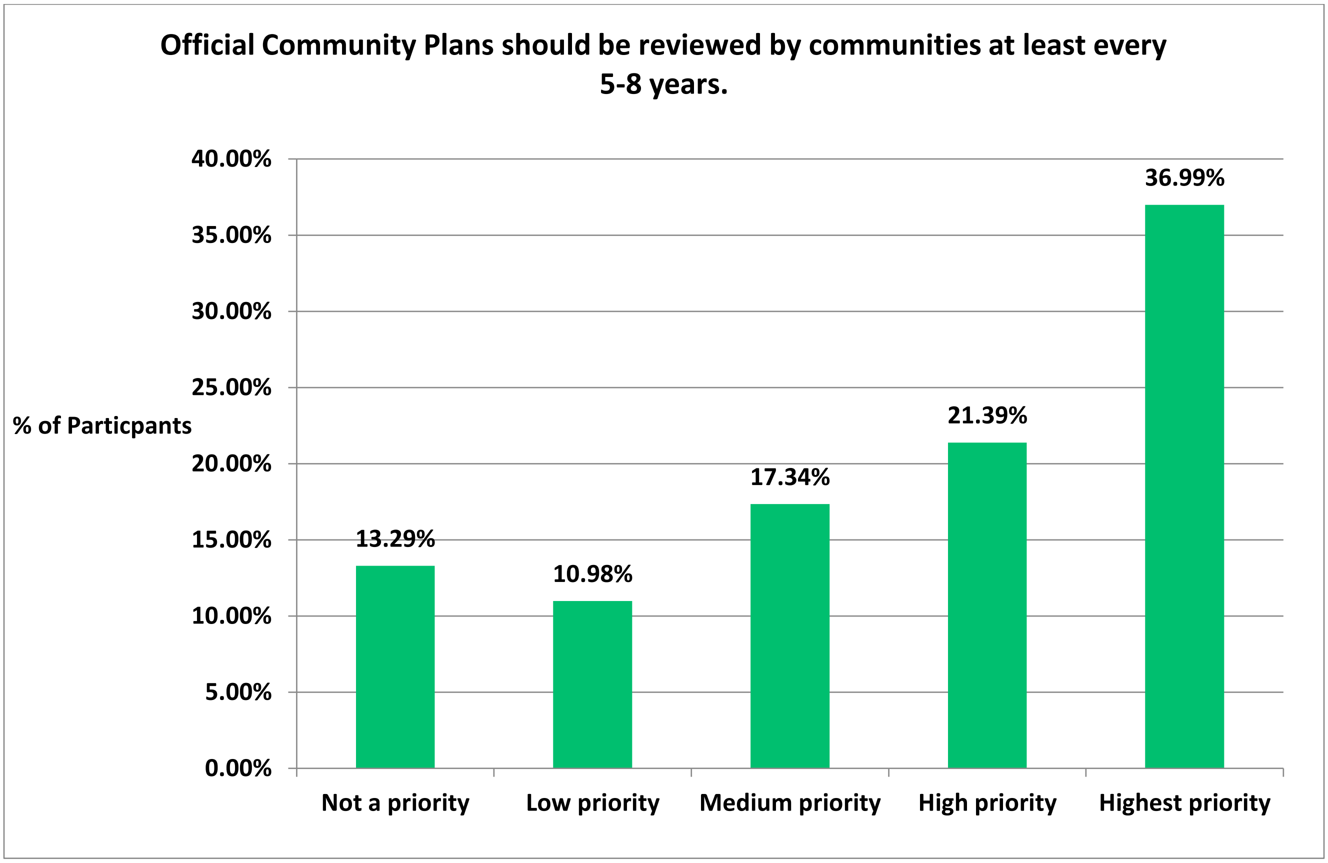
By being more strategic and making better use of available resources, the new structure is designed to improve resilience, efficiency, and effectiveness, by allowing us to:

- 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 specializations 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 applications from individuals and businesses wishing to develop or amend the zoning on their properties.

Question 6 - With this in mind, please rank the statements on a scale from 1-5 (1 = being not important; 5 = very important):



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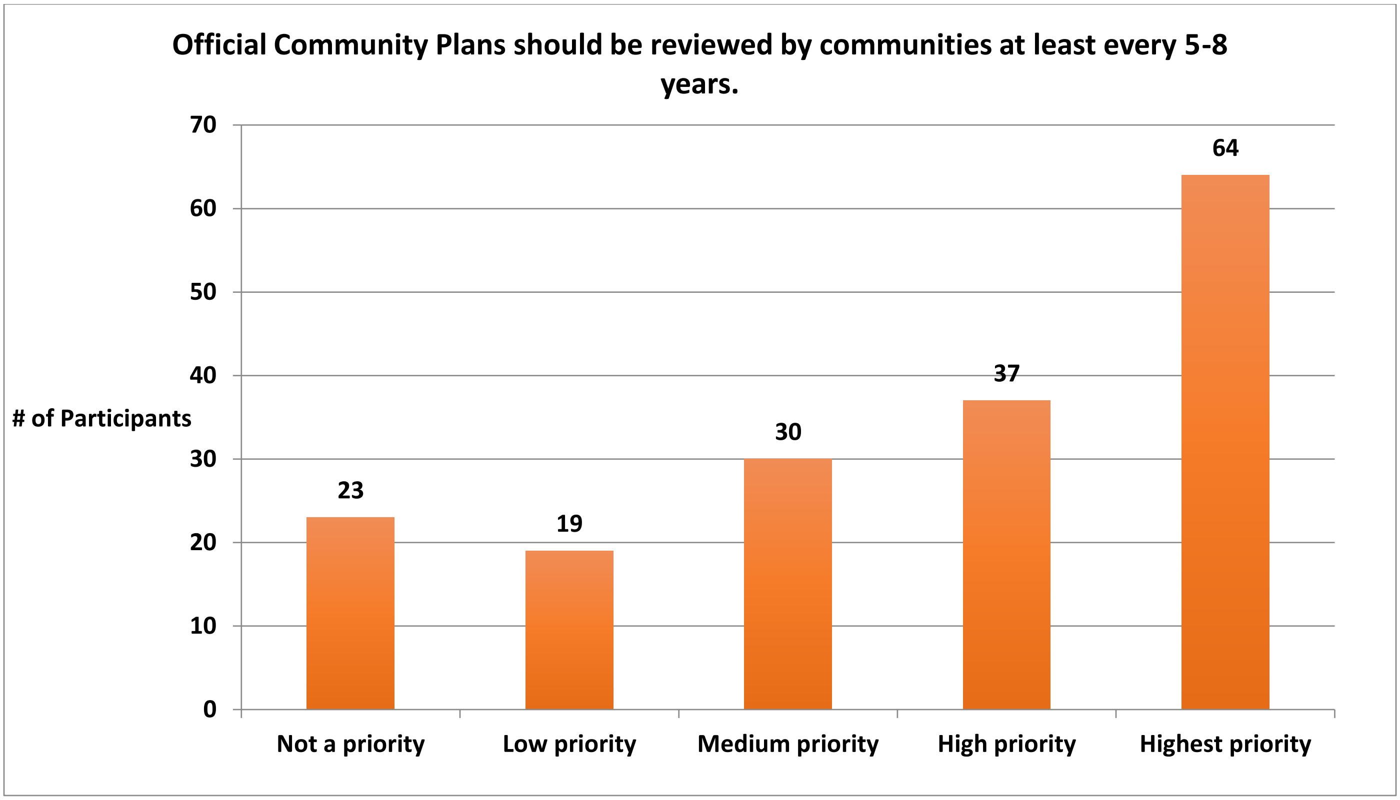
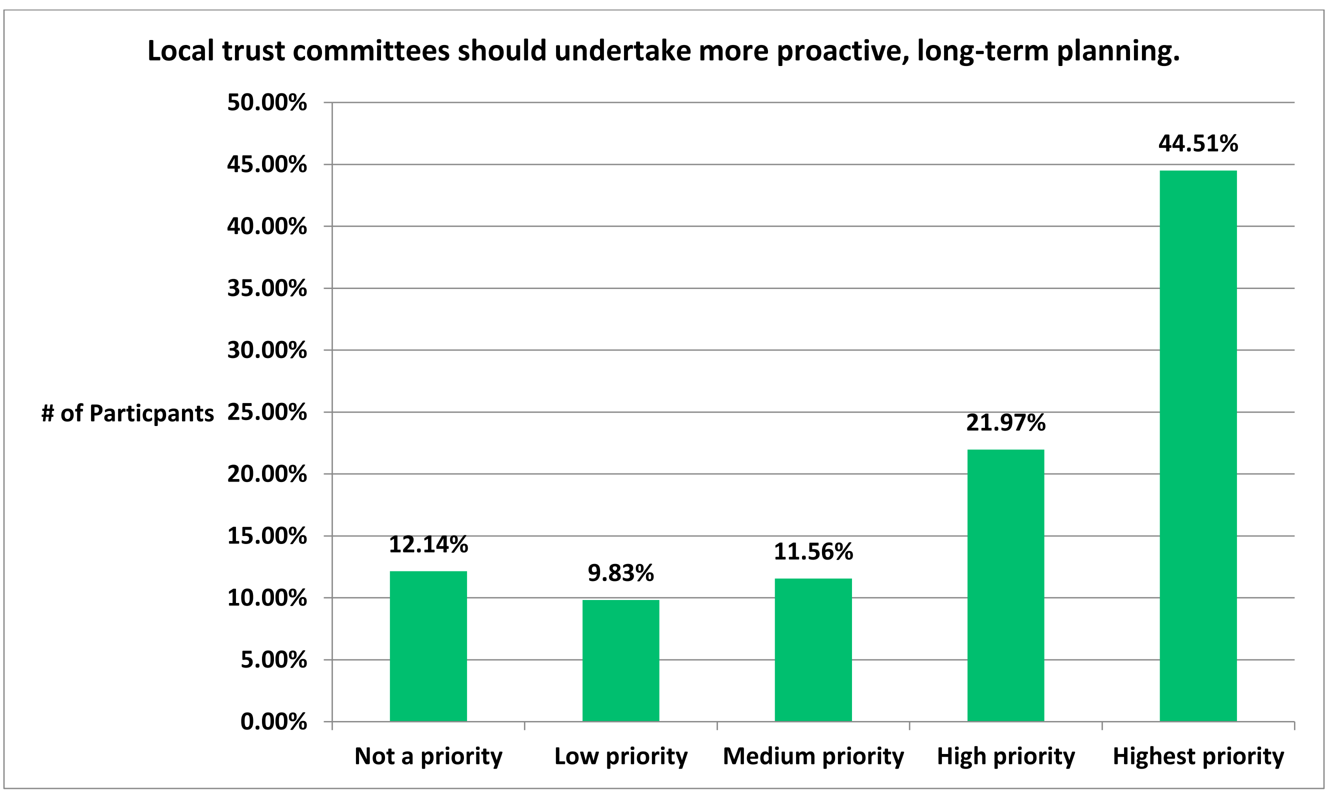
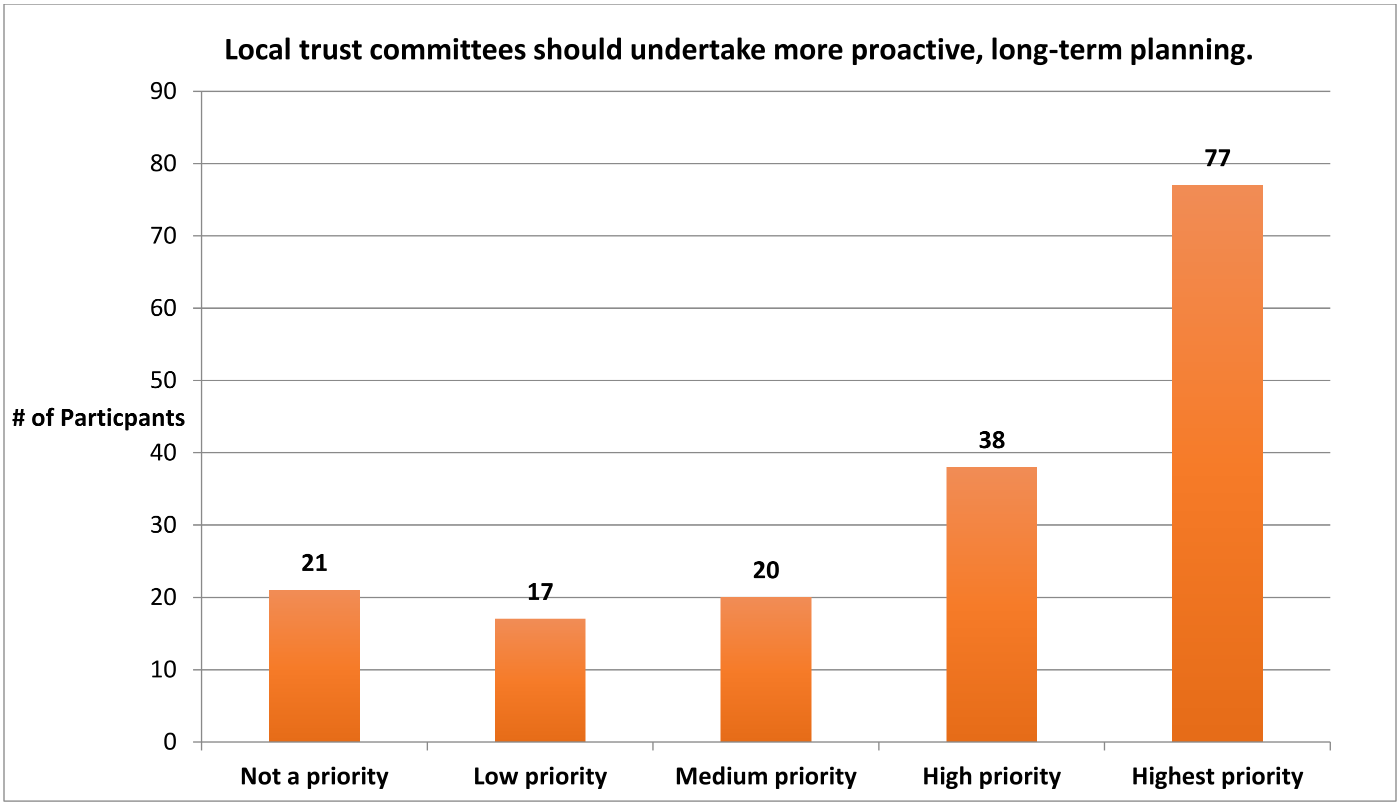
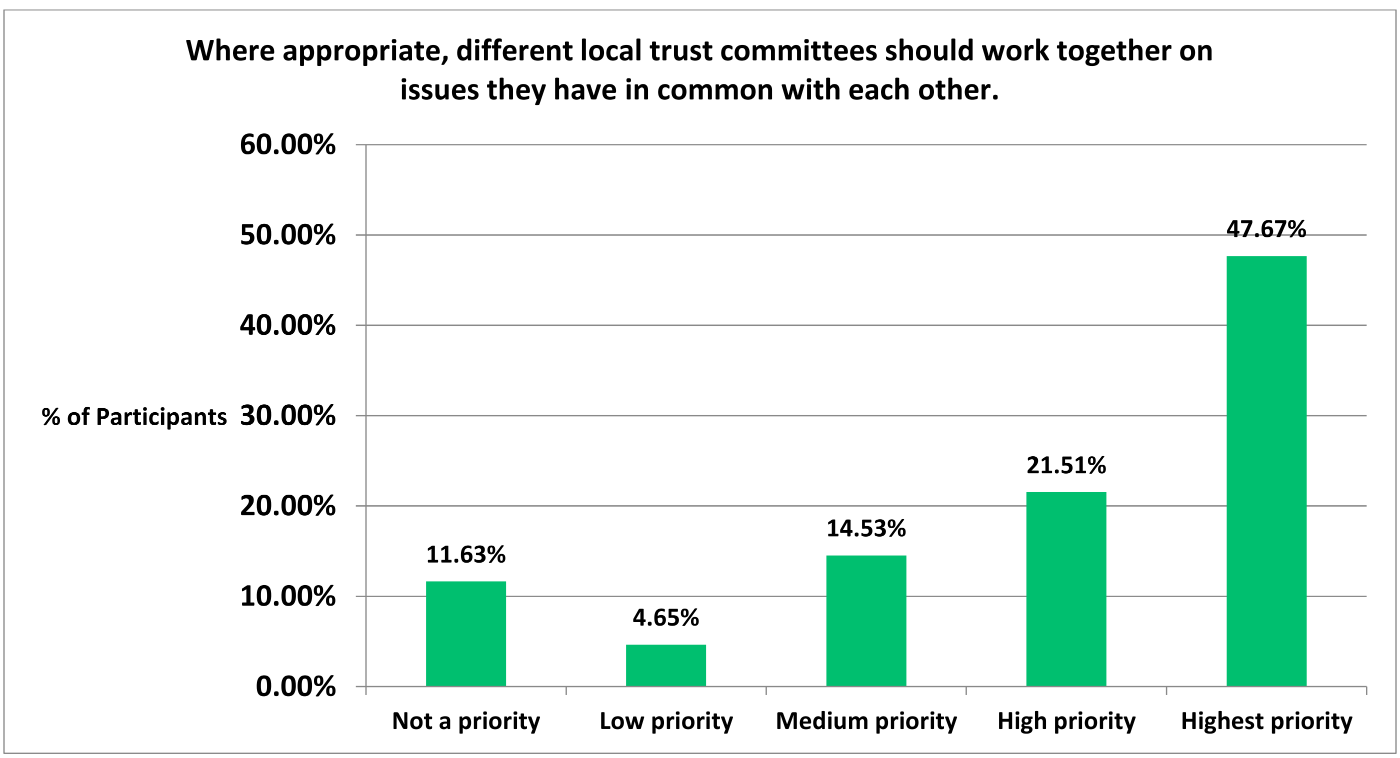


Questions 7 – Please rank the statements on a scale from 1-5 (1 = being not important; 5 = very important):





Question 8 - Please rank the statements on a scale from 1-5 (1 = being not important; 5 = very important):



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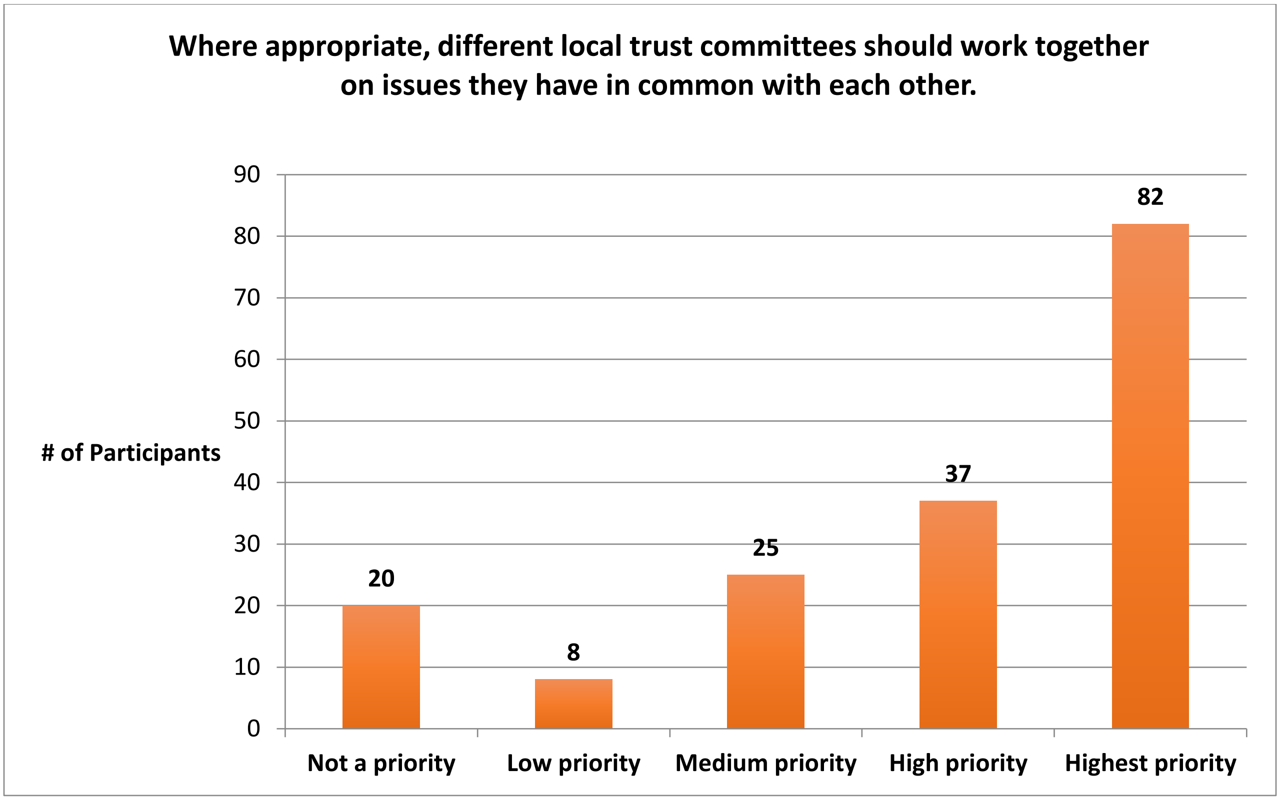
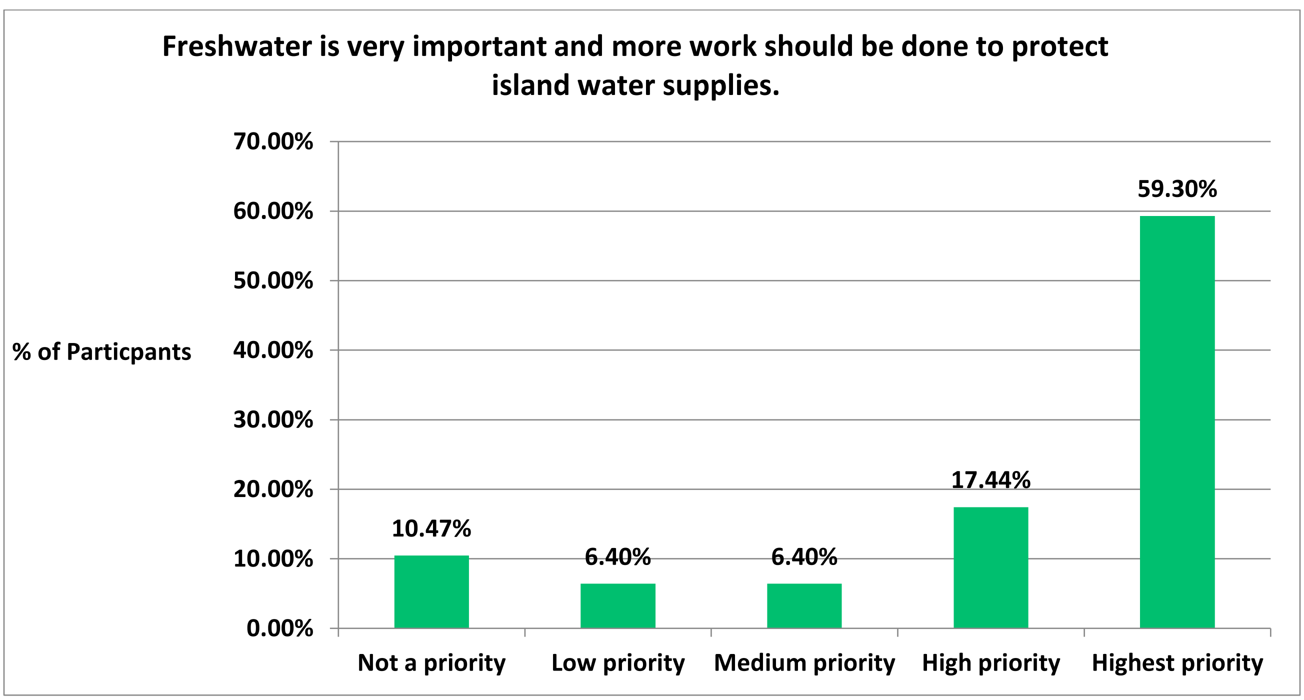
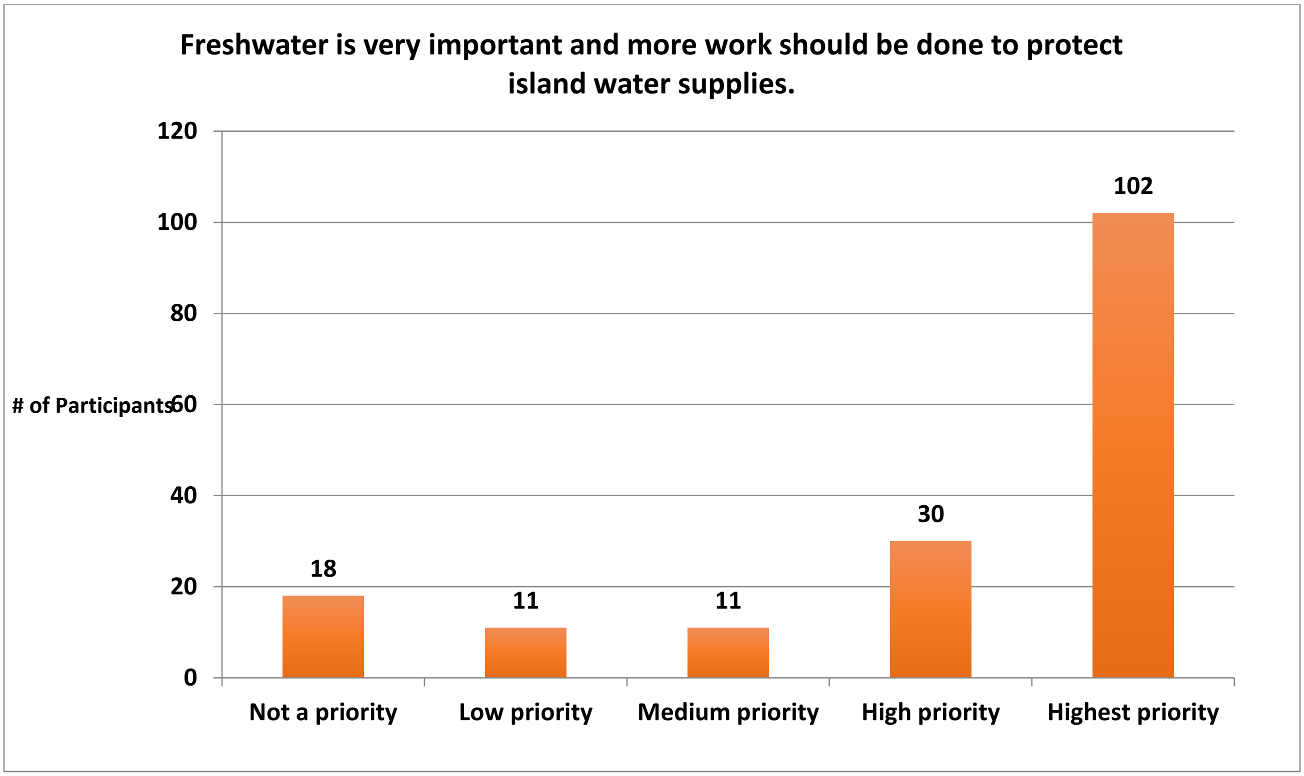


Question 9 - Please rank the statements on a scale from 1-5 (1 = being not important; 5 = very important):





Question 10 - 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?

Respondents	Raw Responses
1	Islanders and the general public should be made aware of the Trust's successes and ongoing efforts. "You don't know what you've got 'til its gone."
2	MORE ADHERENCE TO FULL COMMUNITY INPUT THAT REQUIRES INPUT FOR SAME!
3	no
4	Follow our OCP always. Take it seriously. This represents the community's long term vision and wishes.
5	Communities are often 'over-consulted' on planning issues. A backlash effect brings in trustees/councillors with a 'get it done' (do stuff) mandate. Planning cycles should be short, precise and leave a gap (8-10 years) for the plan to be worked into the system.

6	Bowen Island has not had a new OCP for a generation. There was a worthless update to the old Developers' Community Plan dating from before this island became a municipality. Many people now think that was a new plan. It was not! It was an update. BTW, the experiment to make Bowen Island a municipality has failed. May we now have the opportunity to turf it out and go back to being governed by the Islands Trust? The administration is just a huge and unnecessary expense with little value added.
7	Not really as I don’t know enough about it to comment
8	Given the above description of changes planned for Planning Service ...Planners working on applications need to be working for the OCP, Trust POLICY, the LTC and the public interest, not just the interests of an applicant. Maybe developers should hire their own independent planners and let trust planners work for LTCs and communities
9	no
10	The Island Trust must find a way to bring all active organizations (conservancy, concerned citizens and other pro-environment organizations etc.) to the table and keep the egg-breakers and nay-sayers away.
11	Keep informing all organizations conservancy, schools and concerned citizens. There are many wolves in sheep clothing whose desire for power and money threaten to corrupt and steal.
12	Increased by-law enforcement re STVR's, water harvesting and collection systems for all new buildings and the registering of private and commercial wells is essential to manage water supplies.
13	Just make your organisation more visible. Newcomers to Bowen Island don’t even know what the IT is.
14	You have failed on bowen to preserve and protect our open fresh water source, grafton lake. A massive developement on the lake with no studies done.
15	Water supply and conservation
16	Climate Change is the most important issue and we should be doing whatever we can, not just to mitigate the effects, but to slow the process of climate change while that is still possible
17	I think you do a good job
18	I would like to see a shift from traditional development patterns to Conservation Development, preserving at minimum 50% of new areas of building. I'd like to see a system of corridors linking more substantial preserves. On Bowen this could be done at the municipal level, but perhaps energize a Trust-wide look at conservation development as an overarching principal - unless someone thinks of something even better.
19	OCPs should have a 10 -12 year life. On Salt Spring, many good aspects of the last OCP have yet to be acted upon.

20	Yes - I believe costs (and climate change costs) can be saved by not having planners travel to all LTC meetings. Planning reports are generally thorough enough to stand on their own. Planners could be available by skype (or facsimile) for complex applications.
21	Local planning services should spend less time on doing developers' work and putting more effort into climate change initiatives, emergency preparedness (road network plans), affordable housing and community initiatives, etc
22	Galiano's priorities were identified In a community meeting and should be the focus of local planning: climate change, emergency road access, water protection, affordable housing.
23	All Trust decisions should take into account the climate emergency. A change in legislation may be necessary in order to enable local governments such as the Trust to give priority to applications which help achieve sustainability and fairness goals.
24	None
25	As a resident of Bowen Island, I would like to see the Islands Trust play a bigger role in the planning decisions made (specifically land-use issues and sub-division) to ensure that they are in keeping with Islands Trust objectives.
26	Trust is capable of making those decisions. Our votes for trustees transferred that decision making to those whose judgement we trust.
27	Work together to address the key issues mentioned above. Same priorities for all islands
28	Once again, the Island's Trust was formed to preserve and protect the beauty of the islands, NOT as another government level of property planning and development. The Community Plans, created by and for the residents can create, within government by-laws, how land can and should be used.
29	Local planning agencies on Bowen island have to take too much input from the islands trust Bowen should not be in the islands trust and application fees should not be charged to Bowen projects
30	All plans must shift to being adaptive - annual reviews in response to real threats and challenges. Lon-term planning - throw it out the door. We have absolutely NO IDEA what the long-term is any more so why guess/plan waste $$ on something when there is so much uncertainty there will even be a "long-term"?
31	I see over regulation of things like "fresh water" as an issue. Just look at the gulag style fencing around Maxwell Lake. Over zealous people can shut down access in other area too (Channel Ridge). From what I see, we don't need more rules and bureaucrats looking at these non issues.
32	no
33	Why are there no neighborhood playgrounds? Why is development so restricted with all the conserved land now safe? Affordable housing helps people on assistance... it does not draw the working families we need, families that deserve to be homeowners too. There's no where below to comment about fees, so I'll do it here. Reduce the red tape! Make applications available online, reduce the paid middle man, streamline the process, allow for more accessible growth.

34	Stick with the original mandate, don’t spend so much time /tax dollars on trying to fix/change what isn’t broken. ie garbage
35	Local Planning Services should not go looking for a pet project but take all direction from the local community though their elected representatives
36	Be cautious of being over-inclusive and trying to be all things to all people. Socio-economic diversity is fine, but focus on those residents that believe in and agree to adhere to the Islands Trust values and objectives, and OCP's. By all means, review and revise them if needs be, but honour them, don't make trade-offs. At the same time, it would be appreciated if bureaucratic hoops could be simplified without becoming loopholes.
37	Open meetings where the public can attend. Time in the meeting or input from the public . Local planning must always keep in mind the environment . It is not just about jobs.
38	Prioritize the management of our plentiful water resource, scarcity is not realistic.. There are many ways to conserve and store water, and to reduce wasteful infrastructure leaks
39	Try using the kiss principle - for example our new employment zones were supposed to be simple and there were immediate exemptions and one of's. Defeated the whole purpose. Same thing with community planning - if they are going to change it at will what is the point of all the hours of time put into them.
40	Planning tends to only increase spending, have the goal of cutting 5% Every yeay
41	Use planning staff as a resource with each having specific expertise that may be moved around the different Islands as needed. No more full time Island Planners on the smaller Islands.
42	I would like to see climate change be the clear central evaluation principle for priorities and spending.
43	Climate change is increasing sea levels, encourage seawalls and other protections to stop erosion and loss of habitat
44	More on marine planning and protection. We live on islands yet know very little about our marine environment even though it is a big reason why we live here.
45	If land use applicants need hire consultants to complete an land use application then there is a disincentive to comply with the rules, especially in rural areas and where enforcement is compliant driven. Perhaps the Islands Trust would consider hiring RpBio or equivalent to assist land owners in complying with the law, providing a service to landowners while ensuring the rules are followed and a better outcome achieved. Remove disincentives to do the right thing and provide incentives to do the right thing.
46	Becoming more self sustaining will be a must in near future so anything that is positive in moving that way should be considered. Not over populating the islands is a necessity for the safety and well being of all.

47	We are in a time where massive change is required. This means most of the way we do things needs to change. This means welcoming innovation. One of the big areas of change needed will be in the thinking of the staff and politicians. Whole conceptual frameworks will need to change to meet what is coming our way. Staff & elected officials will need to have support, new information from around the world, and willingness to tackle existing methodologies in completely new ways. e.g.. environmental foot print v. density, people v. profit, where we can be under serviced in order to support essentials; affordable housing v. density. Zoning regulation philosophy needs to be brought into the 21st Century (global warming, massive migrations, food safety, etc.). Community needs to be educated on what being an under-serviced rural area means.
48	Difficult question! These ideas may not be on the mark but here are thoughts. 1. Technology should strongly support the LPS team = easy-to-use maps/databases to enable members to see quickly the history, zoning details, covenants on every property on SSI. 2. Consensus among LPS members with approval by community as to what constitutes a healthy environment NOT 'healthy' development or economics. First priority is to set a benchmark for the island beyond which loss of environment is unacceptable. Human economics cannot take priority over a sustainable environment. 3. Expert advice available to LPS members on regionally important issues = climate change, biodiversity, agriculture, understanding housing developments that will negatively impact the environment. 4. Agree on what constitutes a sustainable business - large agro-marijuana? Know the impacts on the ecosystem of different types of industry.
49	Why can't the islands trust be more like a consulting firm - have strong science based teams for different ecosystems - have specialized planners, etc. How about extending consulting services to other BC coastal communities?
50	Water issues need to be resolved proactively, we have lots of supply but very old storage infrastructure. Increasing storage by raising some dam height and better control of drainages and addding rain collection incentives (2500 gal tanks are easy to fill from roofs). Victoria finally raised the dam height (not since 1948)....amazingly simple solutions
51	increase staffing to support applications for affordable housing initiatives to succeed
52	No
53	Work on Salt Spring with other community groups who are studying environmental issues
54	Spend less time and energy on minor zoning infractions, such as some variances.
55	Support for the island efforts on planning and action for the Climate Crises that we are facing now and will only get worse. Me must support a Climate Crisis Action Committee on each island and coordinate these committee actions . Important areas of focus include transportation, agriculture and food production, energy production, composting and waste reduction and habitat conservation.
56	Distance conferencing, reducing planning staff, nix the freshwater specialist
57	see above
58	More support for young people in maintaining a healthy economic community.

Perhaps the local trustees could have more authority to manage their islands without
59 having to get permission from head office.

60 Not now

Reduce administrative and planning staff and focus resources on projects which
61 prevent and mitigate climate change

More bylaw enforcement needed. Support for Ganges boardwalk. Explore appetite for
62 tree-cutting planning restrictions.

Look for new ways to promote and enable affordable housing projects. Ensure that
63 such projects are situated so that they don't lead to additional SOV trips.

Since as you state, Bowen does it's own planning, our financial contribution should
64 reflect that .

65 More staff

Officially declare/recognize that we are in a climate disruption emergency. All
planning/actions of the local & regional trust need to be seen through the lens of that
reality. As well all committees need to be oriented with that fact foremost in their
66 minds.

The resilience of our ecosystems needs to be the main priority, with tourism,
67 development, etc second.

I just want you to, immediately, put climate change very high on your list of
68 importance for us all !!!!!!

First. Please recognize and prioritize that this is a Climate Crisis. Act accordingly by
developing a strategy to help the Trust region communities to understand the crisis
and to get behind the transition to the many changes we must implement! Resources
will need to be redirected. Look at this as an exciting challenge that will help us to
reduce climate impacts/disasters and improve adaptation. The future of our
69 communities can benift!

70 Must deal with increased traffic, congestion and public safety because of it

71 Climate change is here and every decision should be taken with this in mind.

We now must take climate change into consideration in all activities and decisions and
72 resources must be put to this work.

73 Climate change cuts across all areas and should move to the top priority for all

Rainwater catchment, lifting the NSSWD moratorium as it pertains to affordable
housing, prioritizing alternative transportation, climate action and Ganges Village
74 planning need to be on the list. Also updating the LUB is more pressing than the OCP

We should have a long term plan for mitigation of climate change effects, and
75 reducing human impacts.

Best ways to "protect local water supplies" are, in order, (1) Develop a policy to
reduce Climate Change impacts within Trust Area; (2) Strictly protect watersheds from
deforestation which is rampant, on Salt Spring and likely elsewhere; (3) Enforce
76 improved regulations against short-term rental-housing (AirBnB etc.).

Support local building/construction and community buildings such as pool/library/ fire
77 hall utilization of green energy / redirect funding towards preservation of land/water

the Islands Trust should be looking thru the the lense of a climate emergency state .
Often developers ask for variences to improve bottom line -if you you have any doubts
around sewage and water please say no (WAlkerhook area Grantville street is an
example of giving in to the pressure for affordable housing and allowing more density
78 in an area that is already maxed out

work with other govt agencies to create a more streamlined governance reducing
79 overlap and sharing resources

80 Any action which lower emissions should be given the highest priority.

Moving forward, all land use planning decisions and policies must be viewed through a
consistent climate change lens. This is critical, and to do this Local Planning Services
will need climate change directives/policy, and head office resources to assist as
needed. A designated "climate change champion" or resource person would be one
way to accomplish this and funding from higher levels of government may be available
81 to help finance such a position.

Bowen Island has its own Local Planning Services. WHY are we paying so much for NO
work done by IT?   Decrease our levy in at least the costs for these services!
82

Secondary suites should be allowed on properties that are smaller than 5 acres;
occupancy should be determined by the number of people the water/ septic systems
83 can cope with safely, in order to aid the housing affordability issue.

84 Work closely with community volunteer groups

Utilize existing regulations to support objectives. Don’t create new bylaws terms of
reference if the areas are already covered in other regs. No need to re-create the
85 proverbial wheel.

86 No point in making bylaws if they are not enforced.

It's tough for me to comment. This island is a minnow in your concerns. I just wish I
felt like when I reached out we got a better response. For months there was no one
even overseeing our area vis a vis planning. So we always get shuffled to the back on
87 the line.

Increase development fees to better reflect costs in dealing with resultant long term
effects. In future, only use interest generated by surplus funds to save latter for
88 emergencies.

Include protection in marine life like southern resistent orcas and ban on Hering
89 fishing ... too many fishing boats

Trust seems unable to deal with issues that really matter to most of the community in
the short term....they are great for conservation but not so great at actually assisiting
90 those that are trying to make a living on the islands

Show what value the trust has to Bowen Islanders as planning is not a service provides
91 and There is no visible presence of the islands trust on Bowen Island.

Communication and Consultation with the residents of the Island, before going ahead
92 and modifying anything.

93 Limiting priorities and really focusing on specific goals within each priority selected.

94 Encourage INTELLIGENT use of water - composting toilets; rain catchment.

95	Growing human habitation is less important than preserving the mature forests from a global perspective. Deforestation is a global crisis.The Trust region should be a leader in avoiding this mistake.
96	No
97	Attractive as long term planning sounds, it should be part of the responsibilities already. Why have applications soaked up all the time available, maybe the Trust is trying to control too much ?
98	more regional cooperation, while somehow respecting local autonomy. OCP reviews ARE very important, but every five - 8 years is really ambitious! The Denman OCP has not had a full review for almost 20 years.
99	No
100	Take into consideration that the wealthy "Island part timers" who own second homes on the islands have, because of their wealth, more time to attend meetings and fill out surveys. Lack of input from the working class, full timers doesn't mean lack of interest.
101	None

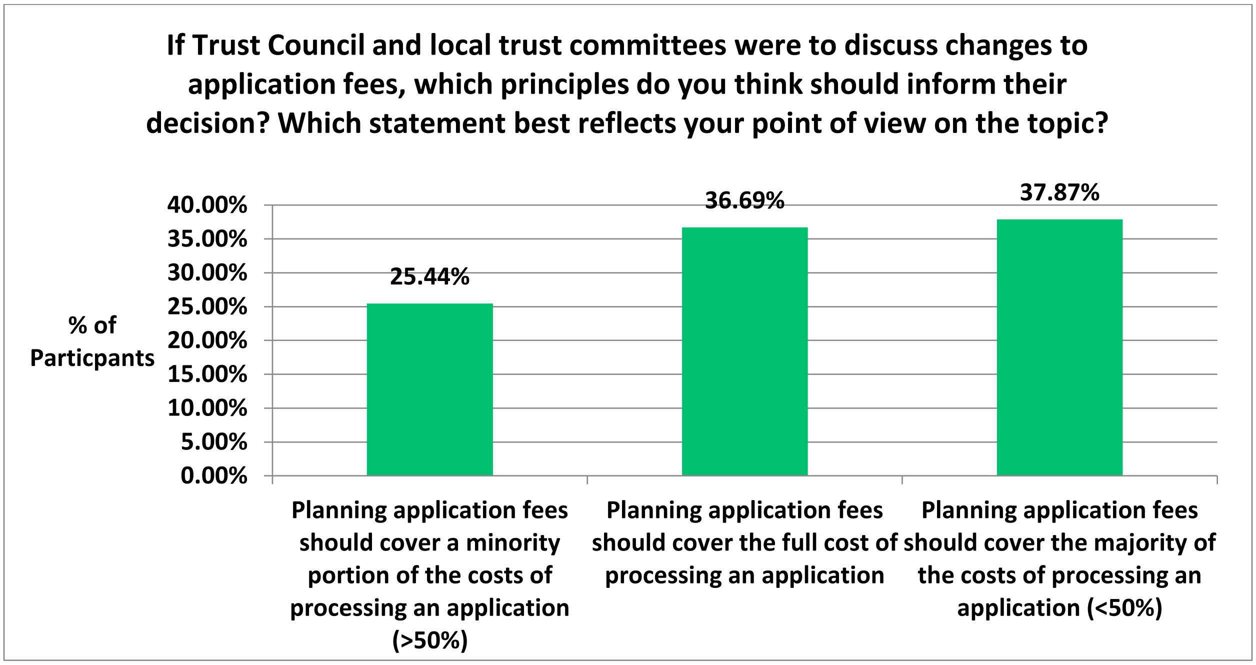
Application fees

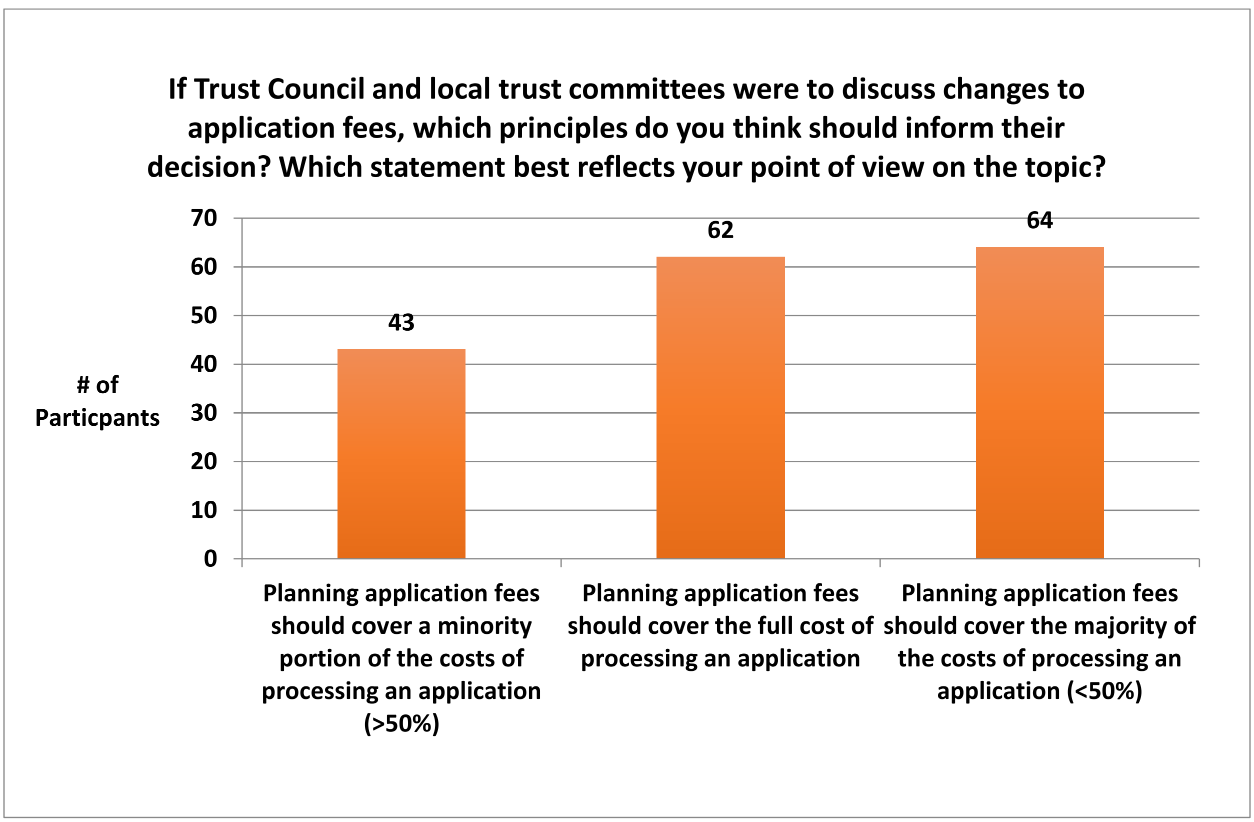
Approximately 71% ($5,635,852) of the overall draft budget is allocated to Local Planning Services, which includes the administration costs associated with the service area. Approximately 60% of this amount ($3,254,341) covers core operating costs, such as, local trust committee meetings, dealing with enquirers 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 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 applications comes from the actual fees paid by applicants themselves.

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 11 - 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?





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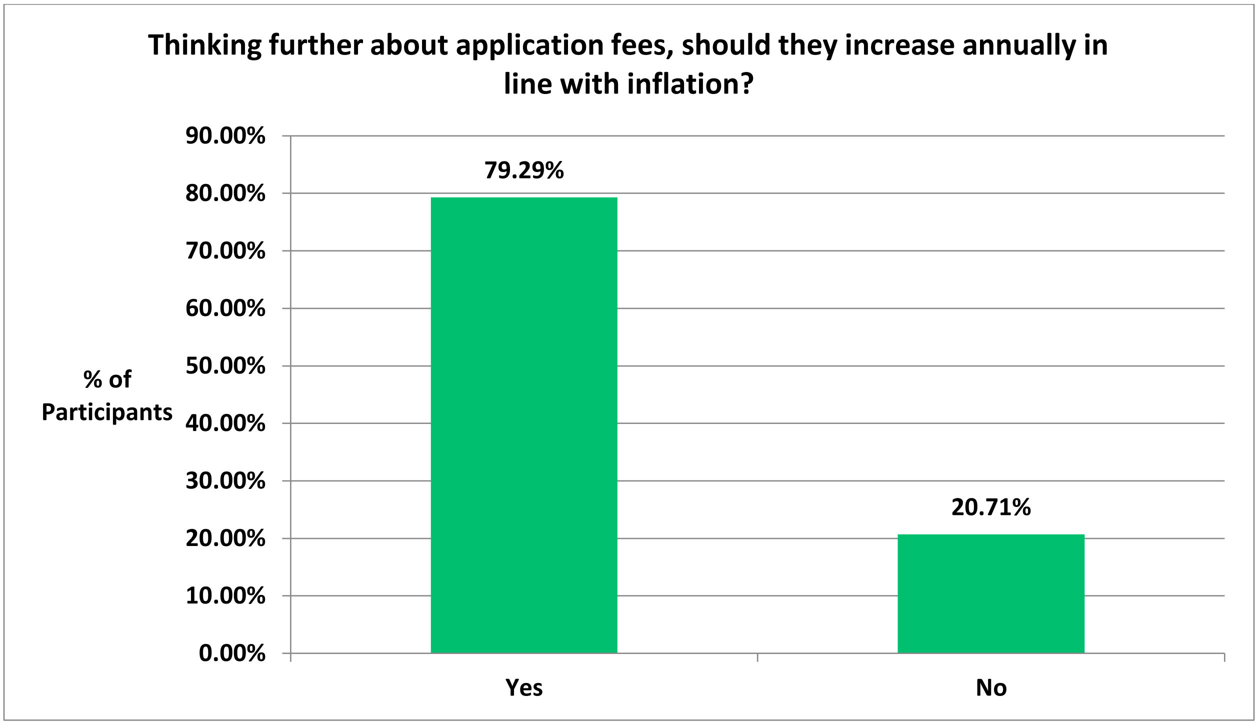
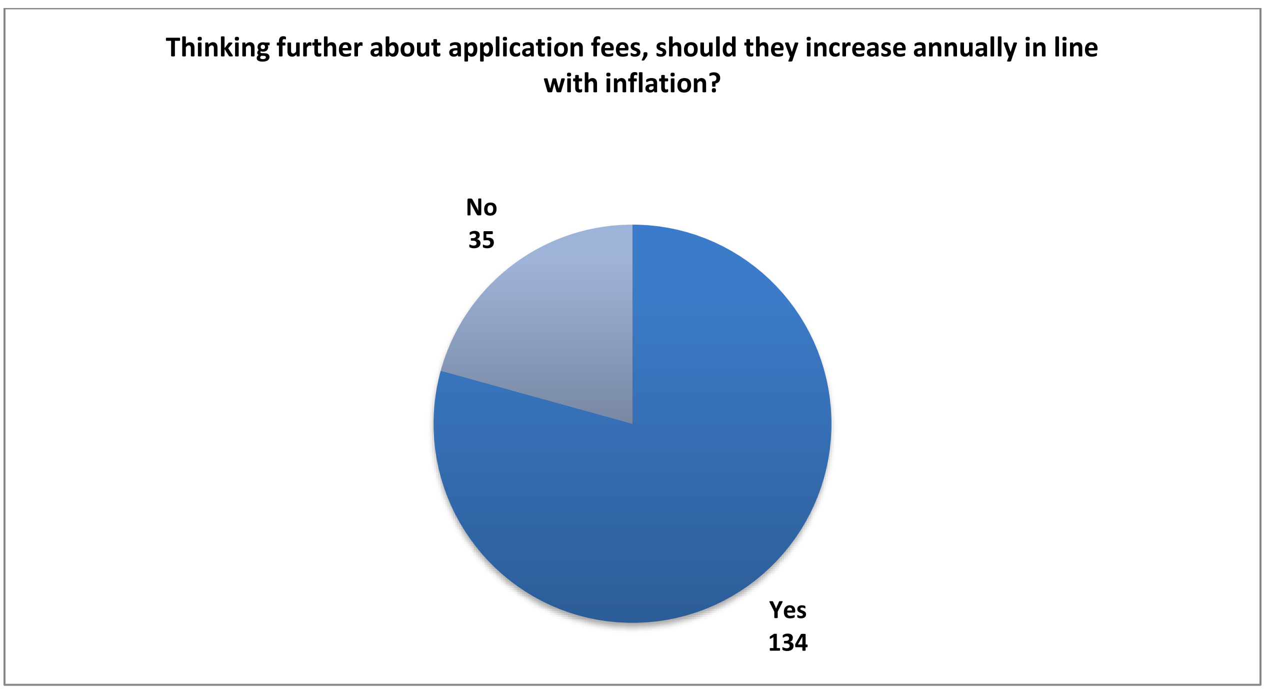
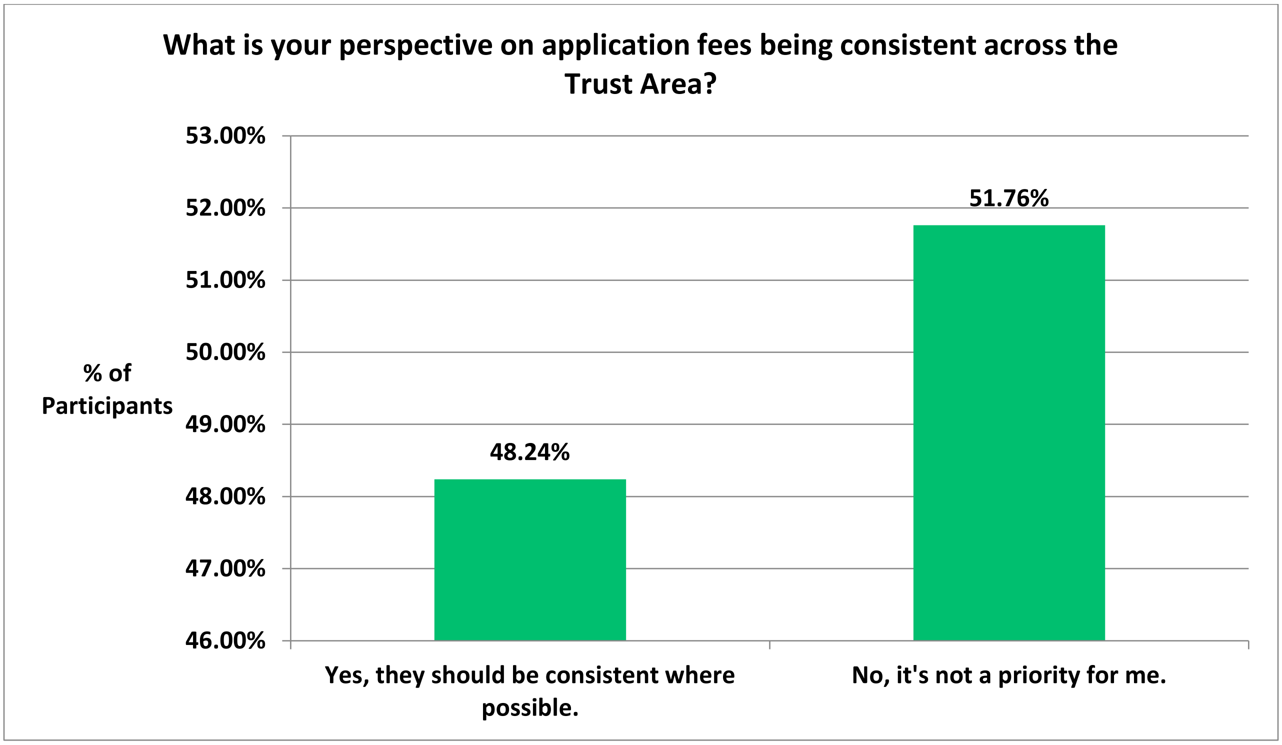
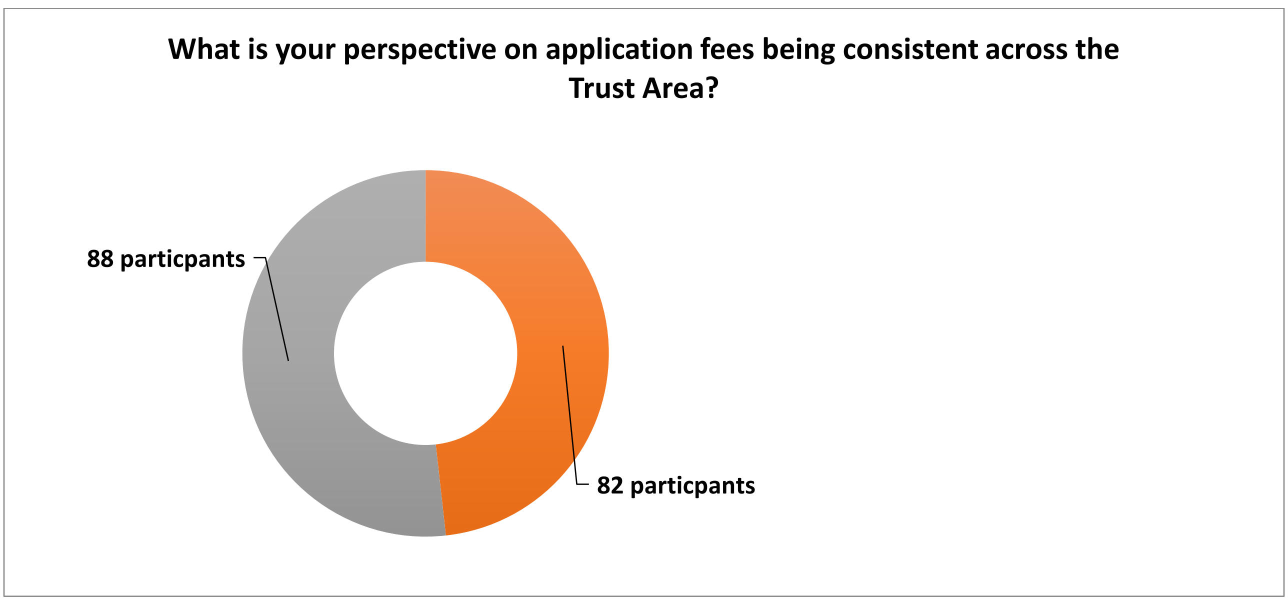
Question 12 - Thinking further about application fees, should they increase annually in line with inflation?





Question 13 – What is your perspective on application fees being consistent across the Trust Area?





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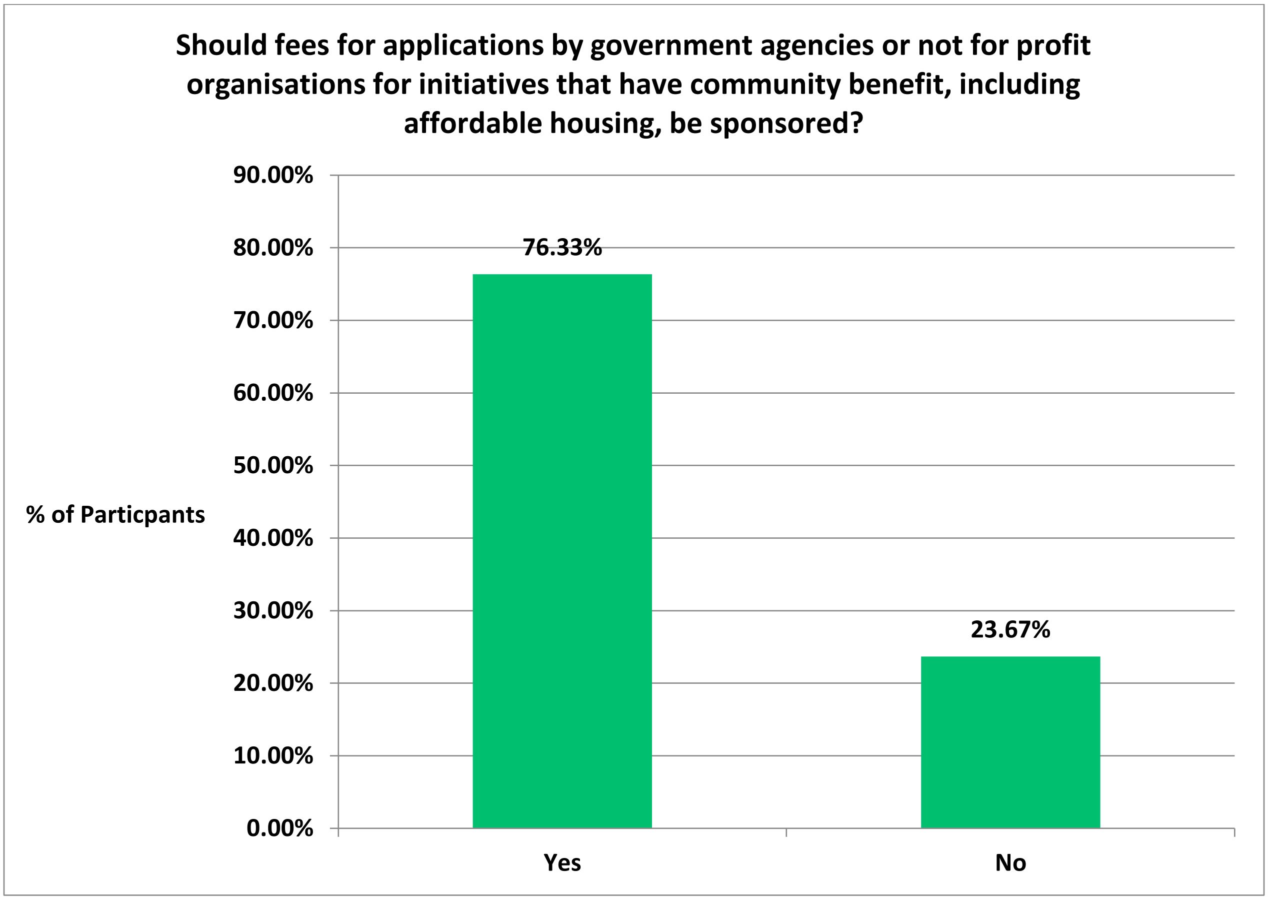
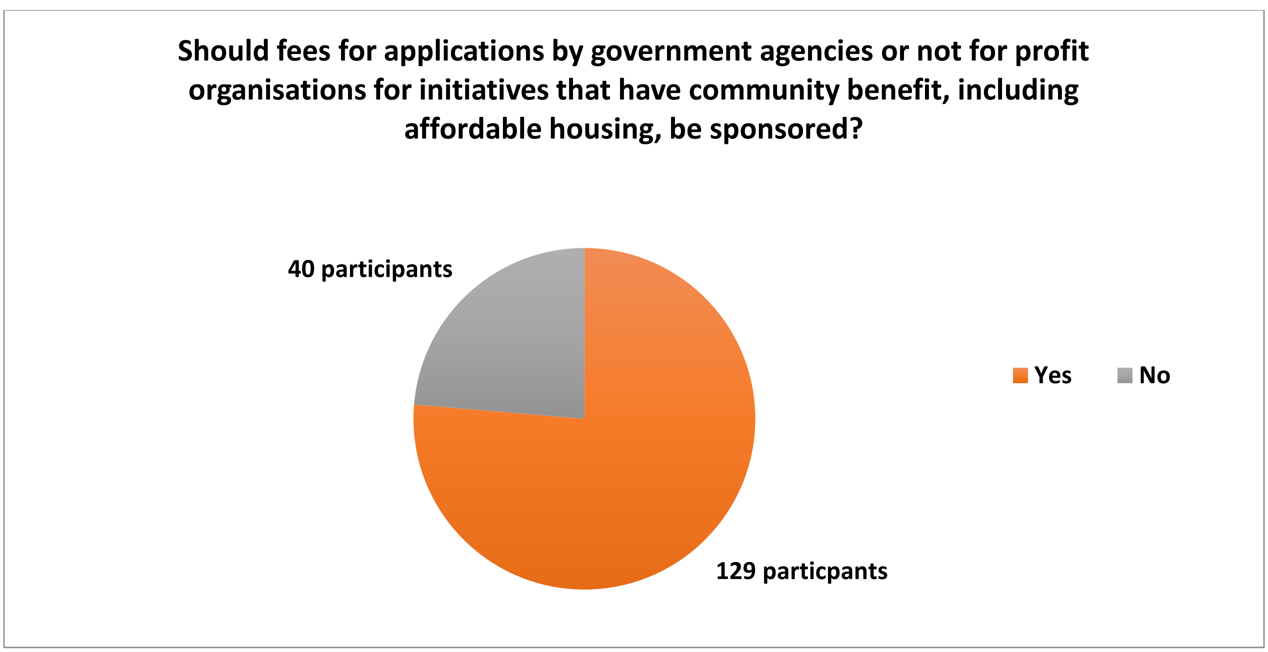
Question 14 – Should fees from applications by government agencies or not for profit organizations for initiatives that have community benefit, including affordable housing, be sponsored?





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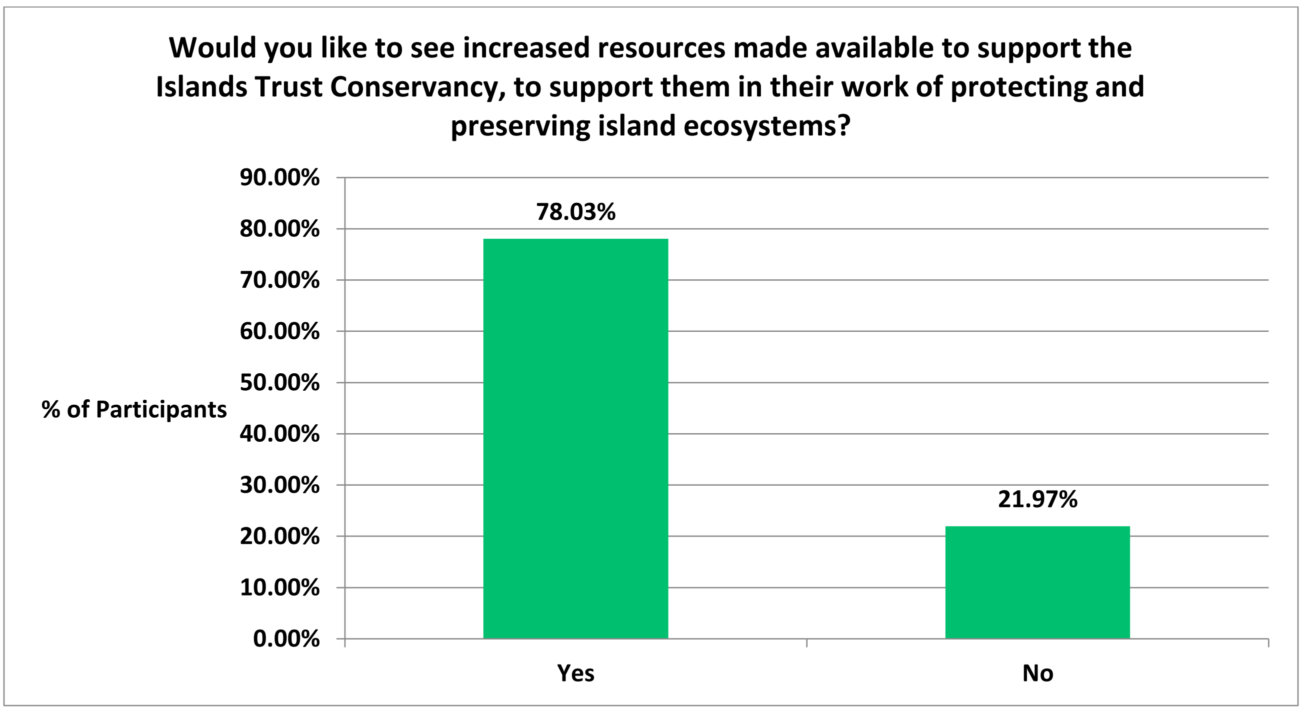
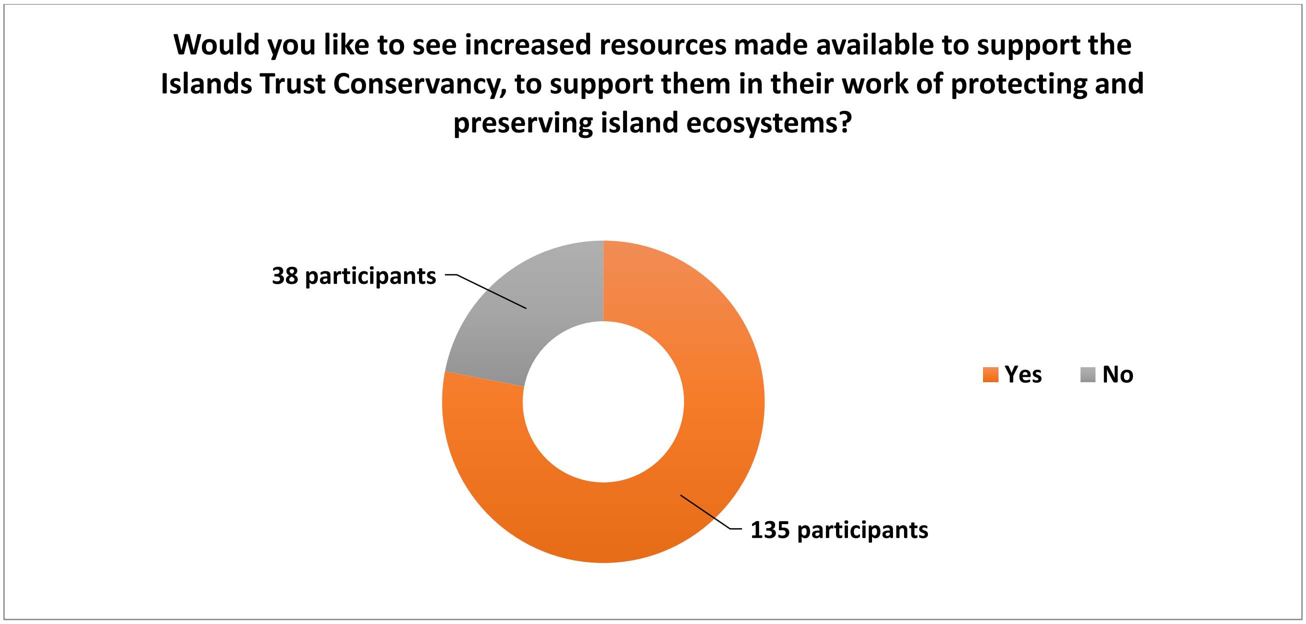
Islands Trust Conservancy

The mission of the Islands Trust Conservancy is to protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area. The Conservancy 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 15 – Would you like to see increased resources made available to support the Islands Trust Conservancy, to support them in their work for protecting and preserving island ecosystems?





Question 16 - Share any thoughts about potentially increasing resources for the Islands Trust Conservancy you may have in the box below:

Respondents	Raw Responses
1	Targeted senior's advertising re remembering the Conservancy in wills.
2	NEED more time to consider...
3	As a former member of the ITC when it was ITF, I saw firsthand the incredible work performed by the staff and what value the islands receive from this small group of hardworking people. I would support an increase for the ITC
4	This work is critical and for their budget they have a massive area to take care of and try to protect. More funds need to be allocated this fiscal, not as some far off possibility. The CDF Toolkit emphasizes the unique opportunity of our forests to help sequester carbon and mitigate climate change. bC needs to protect more land if nothing else changes.
5	Per the earlier questions about development fees (DCCs). These should be leveled at a rate that fully recovered the actual costs. They should reflect the cost at each island, not necessarily be equal across the Trust. Exemptions should be community benefit projects. Funds saved from subsidizing development should be dedicated to land conservation, parks, trails, and Conservancy work (I.e. public land protection work).
6	I don't know the possibilities to comment. However, it seems to me that this is more important that dealing with annoying applications and other make-work minutiae.
7	What about applying for grants or seeking donations for particular lands?
8	I would like to see the Trust Conservancy expand its authority to hold land for affordable housing purposes.
9	none
10	Adequate funds are necessary for the conservation plans to be realized.
12	You will just hire more people instead of buying land and preserving land
13	you could solicit donations and bequests, or at least make it known that such donations are possible

14	It may be more effective and in some cases necessary to purchase lands rather than simply "encouraging, undertaking and assisting" voluntary efforts.
15	I think more funding should come from the federal government to protect our forest. If forest lot owners want to log the trust should be given the choice to buy the land through a federal funded program. As was explained in the recently published coastal Douglas fir tool kit, the forest in the trust are crytical for BC's clymite medigation strategy and their protection should ba a provincial and national priority
16	Nothing new to report
17	I support the objectives but question whether the work would better be done by other organizations such as the SS Conservancy.
18	Increasing the contribution made by applicants (land developers) to the actual cost of processing their applications would make funds available for the critical work that the Trust should be doing for ALL the residents of the Trust area (and the people of BC generally) ... specifically: climate change adaptation and mitigation work, including better protection of aquifers, forest cover and sensitive ecosytems, as well as ensuring affordable housing options in all land development and protecting agricultural soils for community food security.
19	perhaps some existing funds should be dedicated to covenants. People are not aware of what the Conservancy does or how it works. A few flashy flyers available only at the Trust Office in Victoria do not help. Climate change - which endangers everything and everyone around the islands is hardly ever mentioned.
20	ITC should be purchasing special places throughout the Trust Area to protect inperpetuity. Resources should also be used to provide incentives for landowners to protect special places with high conservation value. Connectivity between conservation areas is very important.
21	My understanding is that it is hard for islanders to meet the NAPTEP criteria on Bowen. Is there any flexibility on meeting all the criteria?
22	I think much more focus, and funds, should allocated to the Islands Trust Conservancy. Protecting natural areas should be a main focus of the Islands Trust.
23	I think taxes are well spent in this area
24	Current level of resourcing is not high enough. I would favour keeping same proportion of the pot, but a larger pot to allow more to be done.
25	I'm not sure how the Conservancy funding levels are determined - % of budget ?
26	We do not need more planners, more permits, more bureaucratic red tape. The Gulf Islands are under a very real threat of being burned to the rock by wild fire, increasing ocean pollution, and the loss of young people who volunteer to fight the fires, protect the islands because they have nowhere to live due to restrictive housing by-laws (ie. no secondary suites in houses).
27	Are Conservancy Funds used to offset the loss of property tax revenues? I'm not sure I understand what the funding goes towards.
28	Get out of Bowen island issues. I do not know whether the other islands or the people of BC benefit at all from the islands trust. I suggest that the islands trust should have their budget and resources halved to see what is really important to the taxpayers that fund the organization

29	If preserving and protecting is your mandate, 50% of the IT budget should go to land conservation and acquisition. Despite "planning", the cumulative loss of ecosystems, habitat and their services is horrendous for a body purporting to have that mandate. and every ITC property should have a PAID manager - full-time.
30	I used to like visiting the Garry Oak forest near Duncan, but now it’s closed to evil homo sapiens. So although I’m a habitat guy and love gods creatures, I view these groups as blocking access to my non destructive enjoyment of nature
31	no thoughts
32	We have done a great job, a significant portion of salt Spring is preserved. We also need an economy here and growth. These lands have been purchased, it should not cost so much now to leave them in their natural state. Trails should be provided and encouraged to increase tourism and bring more working families here to settle and grow.
33	Ground/fresh water needs to be the first priority, as it is a known problem. Protecting/managing trees should be second priority, as this has been neglected lately and the hazard of dead trees for fires in the summer and falling in wind/snow in winter is a growing island "issue". Shores/coasts next highest priority, relating to pollution and staying natural. Subtleties of maintaining "ecosystems" for other goals are of lesser priority, as the first 3 should do a good bit to protecting plants and animals, etc. Too much attention on riparian ecosystems and not enough on trees. New builds are clearing lots at an alarming pace. In general, I think most island folks are pretty well-educated on basic preservation, and new-comers are informed when they apply for permits. Education isn't a high priority when so much else is being ignored.
35	I do not have any suggestions
36	They spend more time , energy and money trying to stop people from accessing nature, than actually conserving it.
37	Should 100% come form the Province.
38	Increase taxes.
39	Not so much about resources, but I would like to see the ITC priorize key areas where protection is urgent and/or could be added to existing protected areas for greater impact -- and get the neighbourhoods involved.
40	Lack of coordination among various levels and branches of local, provincial and federal governments contributes to much inefficiency and effectiveness of Islands Trust expenditures.
41	Not needed
42	The Islands Trust Conservancy is an excellent program and should be expanded significantly. Since the mandate of the Islands Trust is to "preserve and protect" it would be logical to allocate far more than 10% of the entire Trust budget to this program. Conservation of remaining natural systems across the Trust area needs to be rapidly expanded in order to preserve as much biodiversity as possible in order to give us and all living systems time to adapt to a changing climate regime. In some thinking, we spend way too much effort facilitating actions that harm the environment than we spend preserving.
43	The Conservancy should seek funding beyond the Trust Council annual budget for its operations, e.g dedicated property tax
44	Land purchases should increase. Active support for home/property owners to beneficially bequeath property should be encouraged.

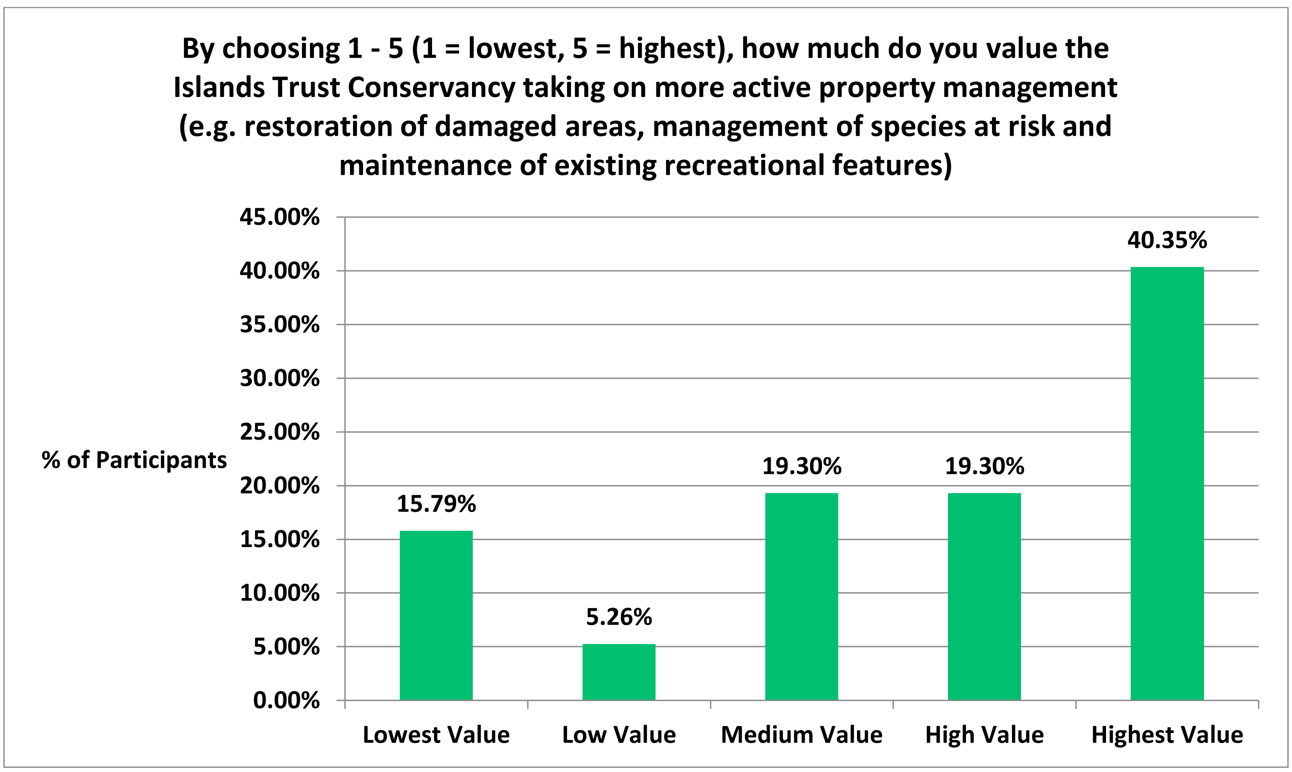
45	If countries can boast percentages as high as 20-40% protected land, SSI/BC should be able to proudly boast the same. There is enough industry in Victoria, Vancouver, Nanaimo to create income for humans. The goal of the Gulf Islands is to provide a buffer zone in the Salish Sea, an area of ecological integrity/protection against the pollution that all other areas are permitted to release.
46	The best way to preserve and protect land is to purchase it.
47	Look to universities to provide research internships for ecosystem work
48	Not in favour of increasing taxes to support this. Whether it is local, provincial or federal government sourced.
49	While 1300 ha sounds like a lot of land protected, it is really just a drop in the bucket. We need more land protected.
50	The amount paid for a property should be reflected in any taxes/costs that benefit the Conservancy
51	There are pros and cons for all such projects, so rather than yes or no, I say maybe increase funds
52	It's hard to prioritize where $$ should go as we face more and more climate related issues. It's important to preserve diverse ecosystems. And especially those related to water preservation, agriculture animal habitat.
53	perhaps a surcharge on applications
54	The islands are now recognized by Parks Canada so let them do the job. Most of the islands have a LOT of protected land already.
55	Start with hiring someone to police the whale watching boats so our orcas have a better chance of not becoming extinct
56	Federal assistance Fundraising and donations from property owners Use a portion of the funds freed up by increase in application fees
57	Reduce administrative and planning expenses and redirect them to this, which has more impact on climate change
58	Rather than increasing resources for the Conservancy, I would like to see an introduction of bylaws that limits what landowners can do on their property. So rather than protecting specific areas, I would like to see all land within the Islands Trust protected to a reasonable degree.
59	They should support locals groups not increase funding
60	It is more important than ever to protect natural areas to mitigate climate disruptions so more needs to be done. Increase the % of funds dedicated to that purpose and more actively promote NAPTEP by identifying properties that have that potential and directly communicating with those landowners to educate and inform on the vital need for preservation. May be form a committee of volunteers to do that.
61	Intense use in some nature reserves is having a negative effect on the ecosystem (eg Mt Erskine). More money needs to be invested in signage, trail maintenance, etc.
62	We must be 100% aware of ignoring climate change. We absolutely need to recognize that problem and make it one of our most important problems to solve
63	The provincial/federal governments should be lobbied to provide more funds for the ITC, since protection of land helps mitigate climate change. Perhaps a portion of application fees for developments could be specifically allocated for ITC.

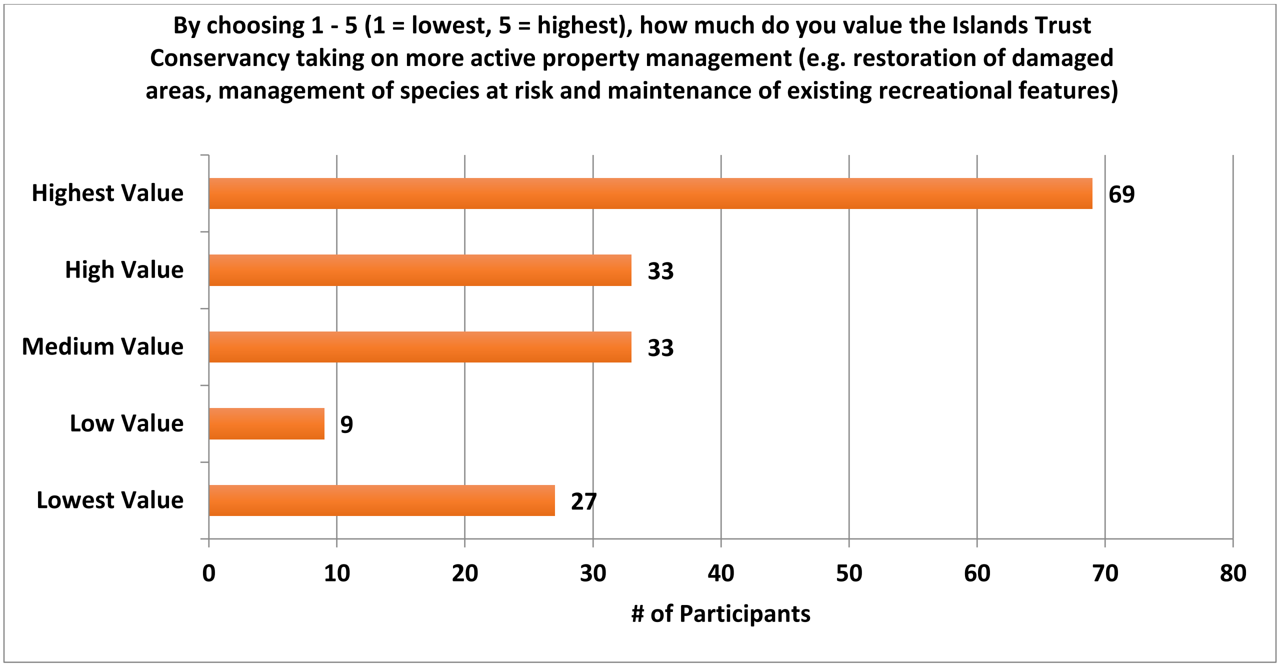
63

64	Land AND shorelines should be protected! But EVERYTHING we have already protected is at risk due to climate change - it's just a matter of time. Prioritize climate action now.
65	Budget must first address housing and transportation problems
66	Every covenant and protected area helps to maintain the rural character and aspects of the Islands which help to reduce climate change dangers.
67	I salute the Conservancy for its work and would like to see it fully supported as it works to protect our critical ecosystems.
68	Conserve, as much as possible, heavily forested especially old-growth and second-growth areas, to protect watersheds and reduce risks of fire. Deforestation destroys watersheds and will turn the Gulf Islands area into a treeless area that will look like the most dry parts of California.
69	Thank you for ongoing consideration for the trust conservancy. A priority to protect land/water indeed
70	honestly its about the prospective shared amongst the Trust employees - work hard , be efficient , for every new rule slash three
71	regarding application fees reflecting full cost to applicant, it's important unrealistic applications don't get moved forward
72	Conservation is a core value in the Gulf Islands. It should be adequately supported.
73	The "yes" is conditional depending on whether an increase in resources is likely to produce a tangible increase in land preservation. It appears that the limiting factor is financing of land acquistions, which appears to be beyond the scope of the Conservancy.
74	Bowen Island has its own Conservancy Committee of the Municipality. Please decrease our levy in the costs of administrating these services to Bowen.
75	By only giving tax exemptions to owners of larger acreages, this can be seen to be a tax benefit for the wealthy; I would prefer to see more money going towards permanent parklands
76	I think the Island Trust should balance their budget first before increasing conservancy spend. Like other Land Trusts who receive donated land, they mandate an endowment for ongoing maintenance so the Trust doesn't deplete its reserves.
77	I cannot support other expenditures until our bylaws are enforced.
78	I don't mind the idea. But what ends up happening is people from the outside come and make decisions without having any local knowledge of how the ecosystems actually work or how whatever decisions are being made may affect the local community.
79	Development fees, creative agreements re. subdivision applications, use cost recovery from carbon sequestration (in future but could begin planning for this).
80	Set up a trust fund that is funded through a levy
81	The trust should build a community investment co-op to support the acquisition of ecologically sensitive areas.
82	I think the conservancy should focus on species at risk and habitat protection and focus less on land convenants and pursuing additional reserves
83	How many parks can we tolerate? How much use do they get?

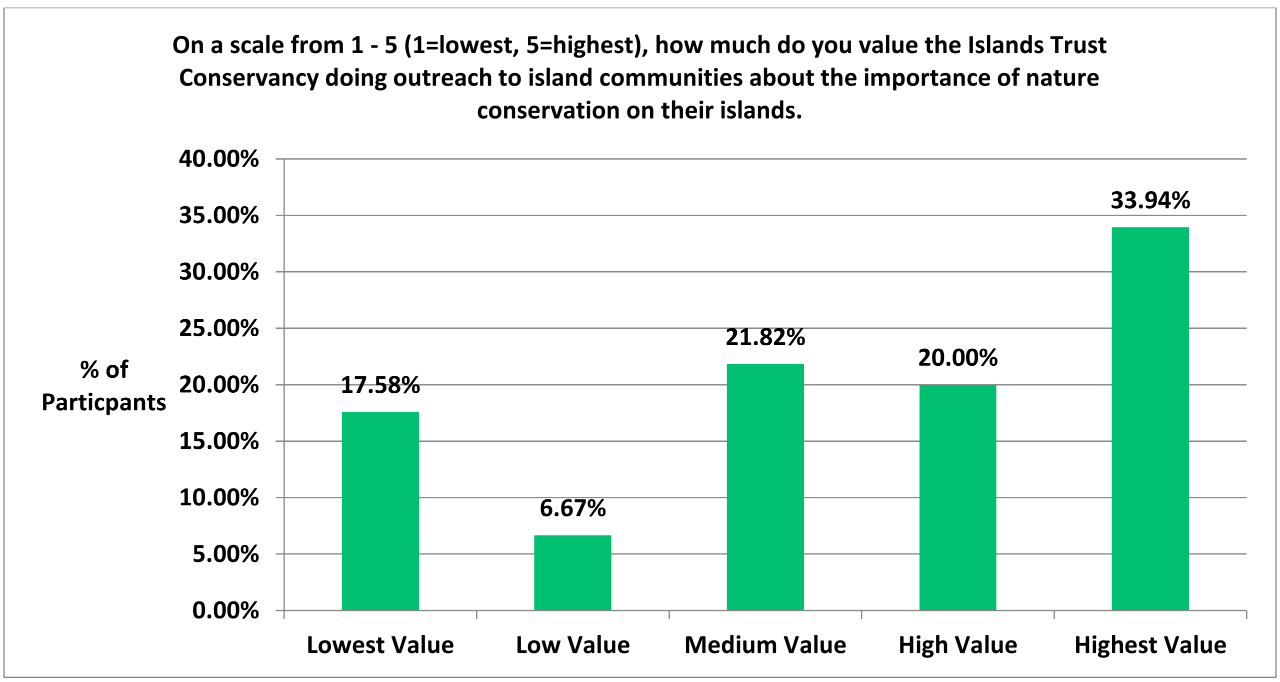
84	Retaining climactic watershed forests is vital for long term fresh water security. Knowledge of forest processes as factors in water security should be intrinsic to the Trust promotion,mandate and planning.
85	Any increase should not be at expense of resourcing for local areas who also have mandate to protect the environment.
86	existing support seems adequate
87	Use funds you save by not spending on travel, accommodation, per diems, etc. towards these resources
88	the increase in the current proposal is supportable. The ITC is central to the Trust's mandate, so funding it sufficiently should be a priority.

Question 17 - By choosing 1 - 5 (1 = lowest, 5 = highest), how much do you value the Islands Trust Conservancy taking on more active property management (e.g. restoration of damaged areas, management of species at risk and maintenance of existing recreational features).





Question 18 – On a scale from 1 - 5 (1=lowest, 5=highest), how much do you value the Islands Trust Conservancy doing outreach to island communities about the importance of nature conservation on their islands.



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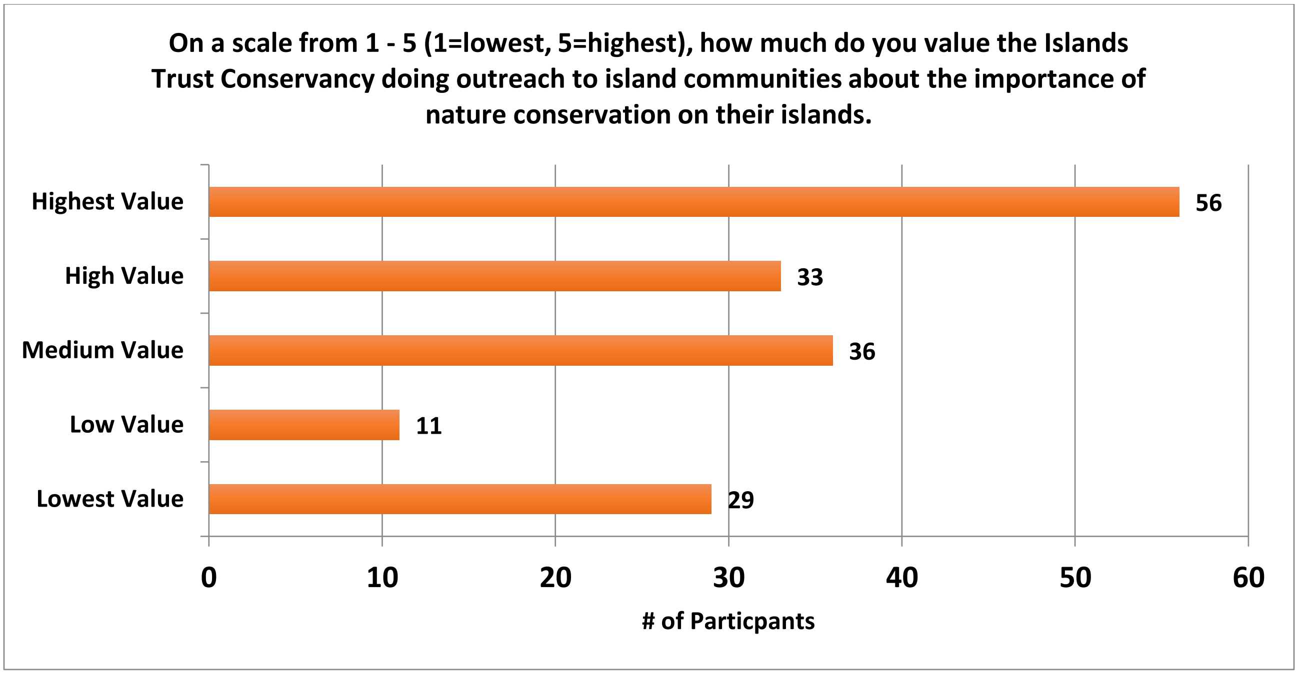
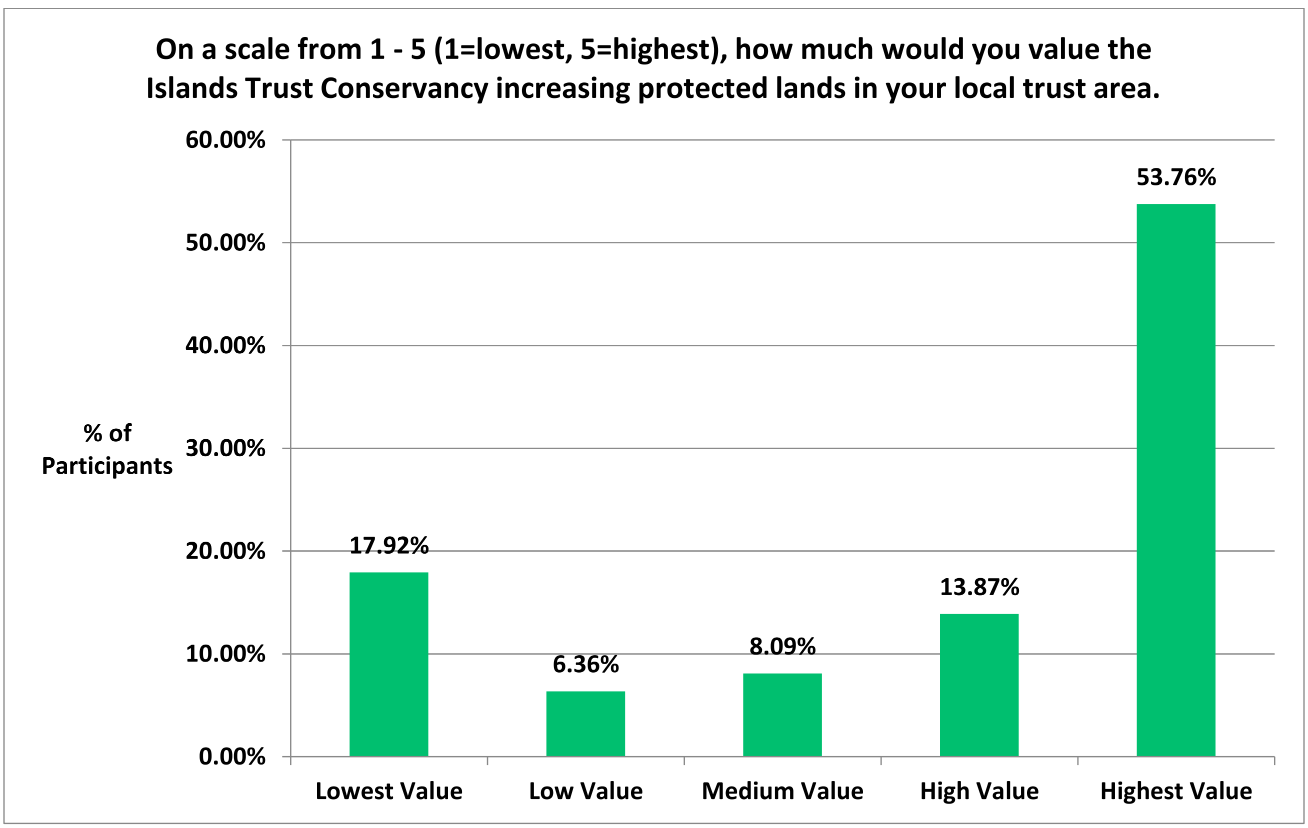


Question 19 – On a scale from 1 - 5 (1=lowest, 5=highest), how much would you value the Islands Trust Conservancy increasing protected lands in your local trust area.



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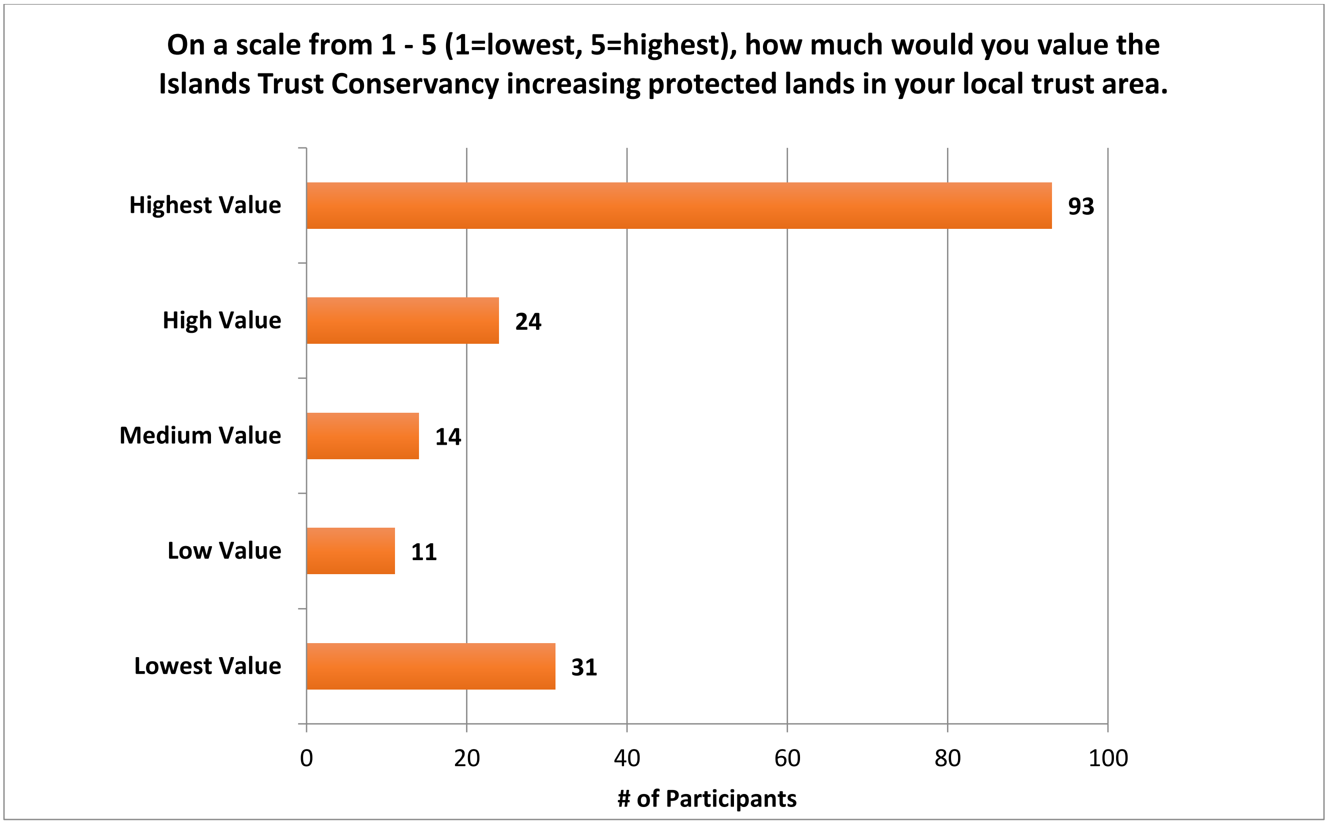
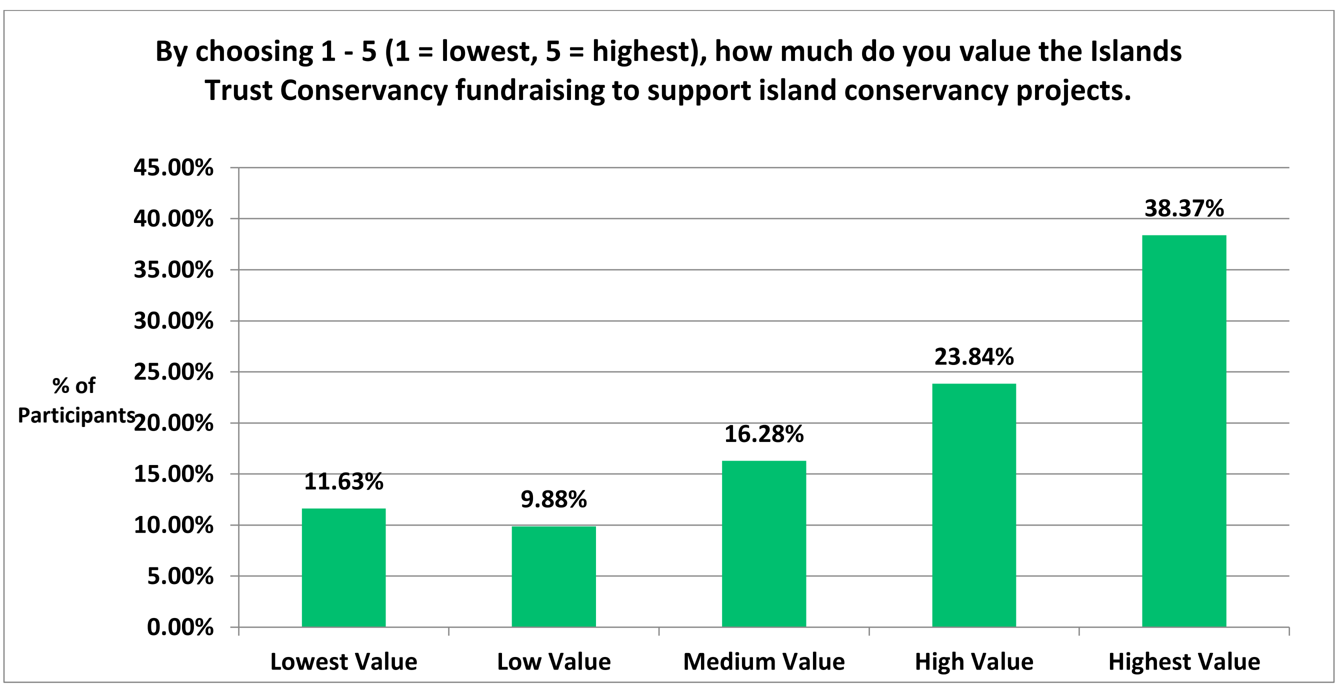
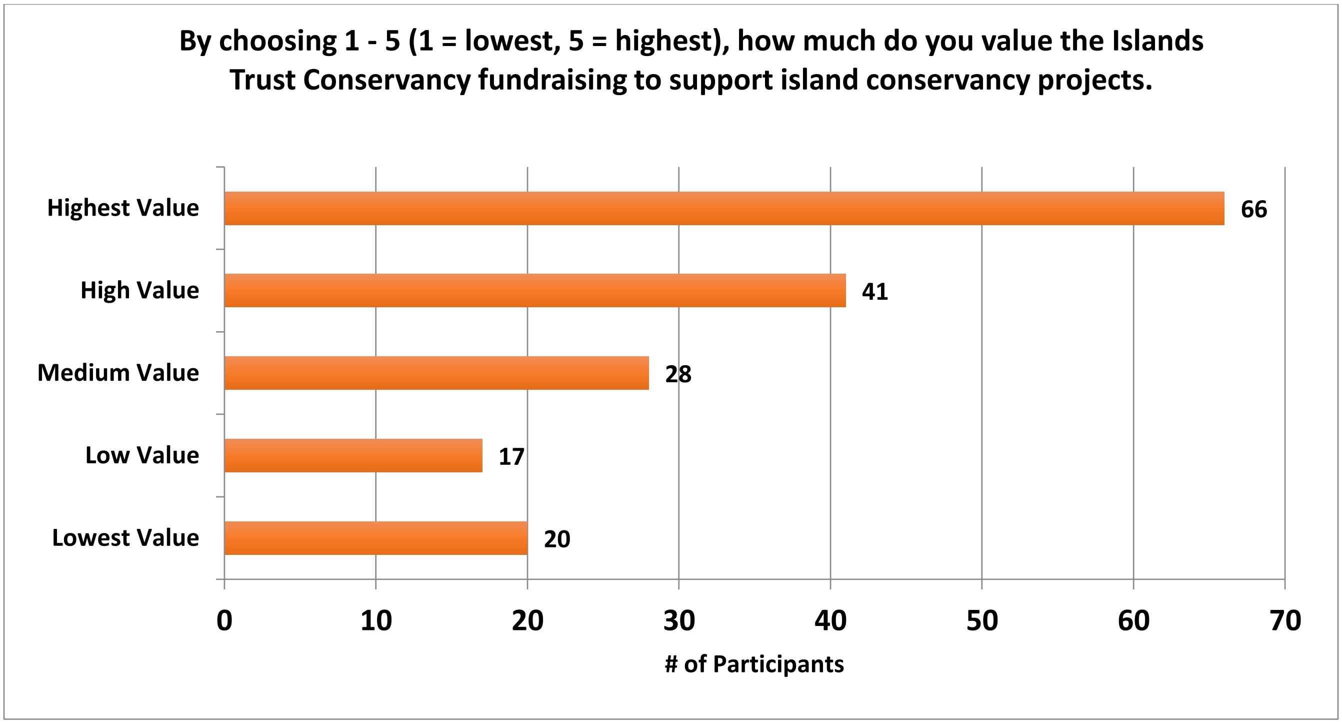


Question 20 – By choosing 1 - 5 (1 = lowest, 5 = highest), how much do you value the Islands Trust Conservancy fundraising to support island conservancy projects.





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 their community's land use regulations. Efforts are then made to investigate complaints, inform 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.

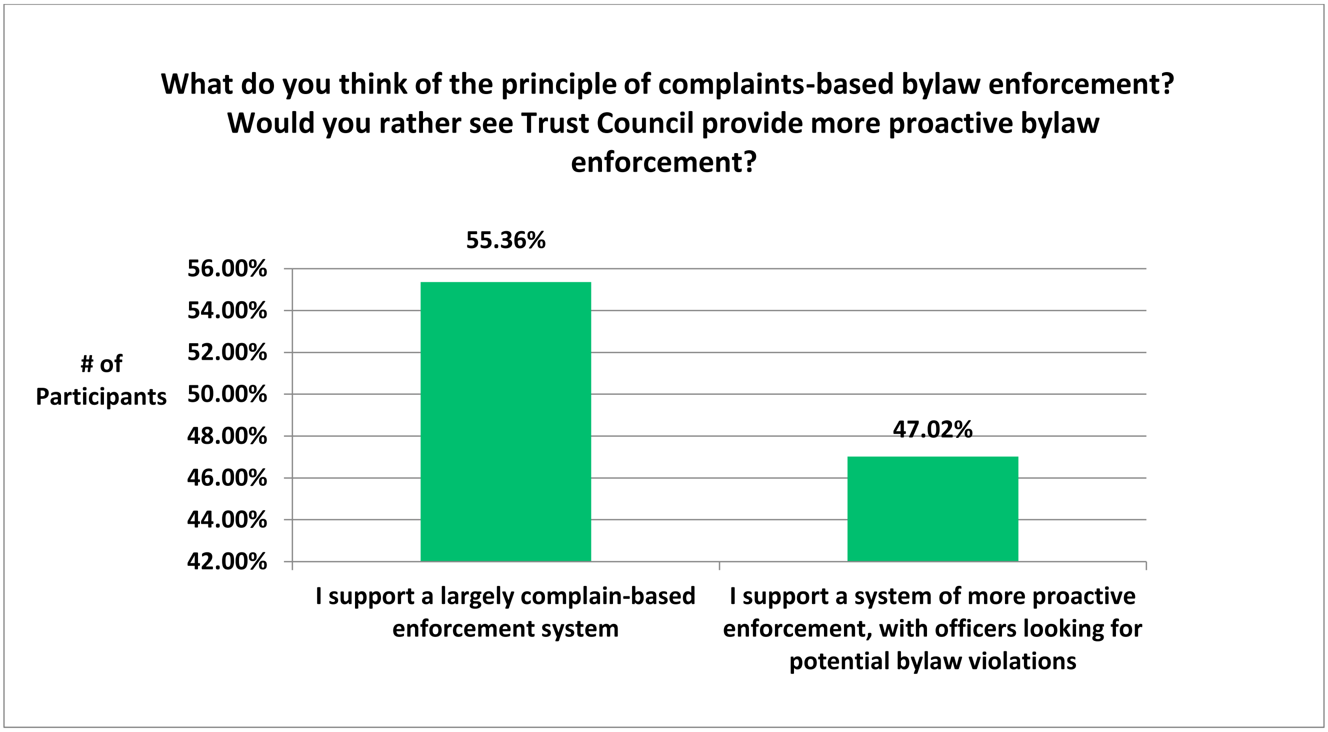
On Bowen Island, the municipality is responsible for enforcement of bylaws.

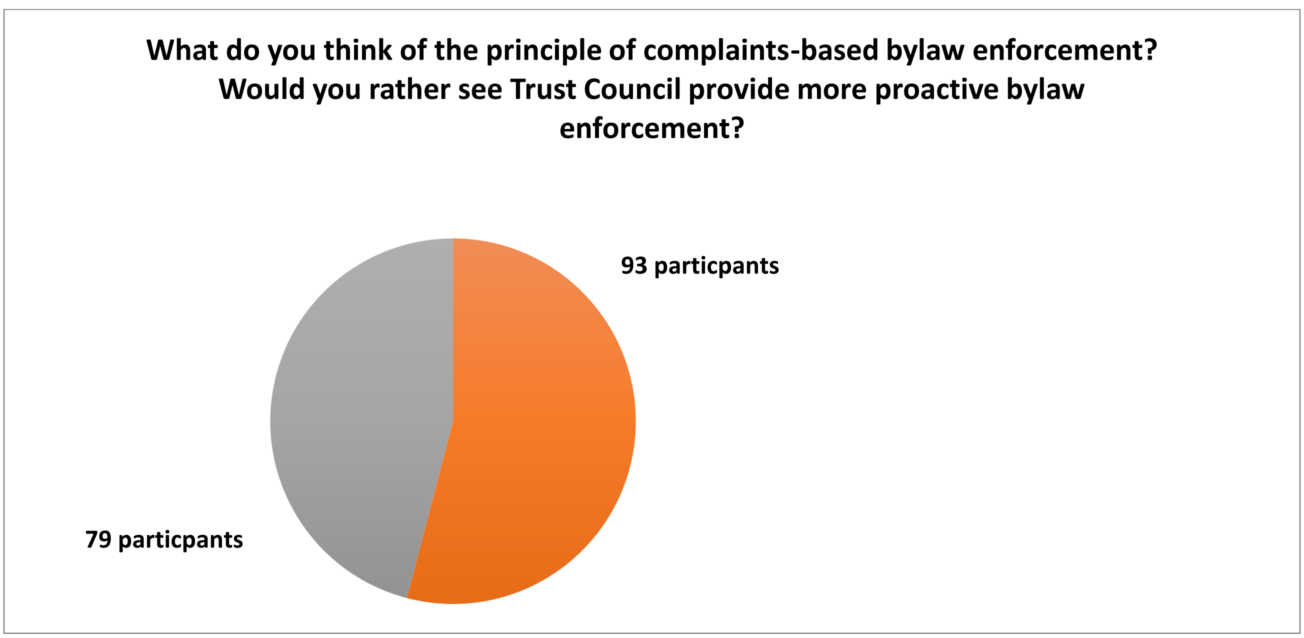
Although bylaw enforcement is mostly complaint driven some proactive enforcement is undertaken on specific issues at the direction of local trust committees (most notably recently on some islands with short-term vacation rentals).

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.

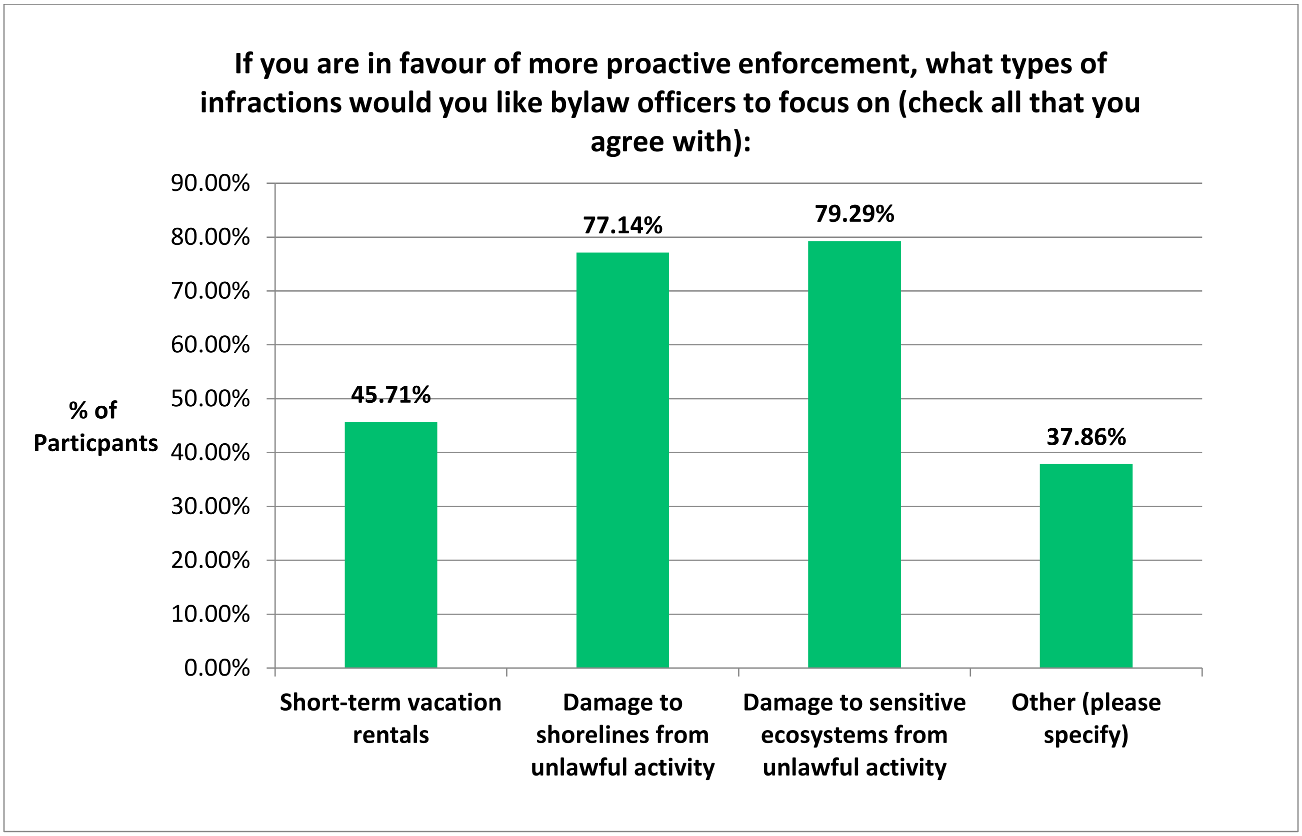
Please note: the steady increase of bylaw enforcement over the years is due to more proactive investigations rather than an increased number of complaints.

Question 21 - What do you think of the principle of complaints-based bylaw enforcement? Would you rather see Trust Council provide more proactive bylaw enforcement?





Question 22 – If you are in favour of more proactive enforcement, what types of infractions would you like bylaw officers to focus on (check all that you agree with):



Respondents	Raw Other (please specify) Data
1	Illegal land use in zoning that does not permit said activities. Example forest lots with industrial or garbage dump uses. Zoning being ignored and never effectively enforced creates neighbourhood divides and erodes the rural character of our islands. It's not the Wild West....
2	Not supportive of open ended enforcement - local government has a poor track record of controlling budget escalation every year.
3	construction of walls in coastal areas
4	illegal dwellings or illegal use of outbuildings as dwellings
5	infra structure development of corporation carefully scrutinized by all islanders not the few municipal councillors and municipal staff arbitrarily controlling the decision and outcome.
6	Tree cutting, clearance, burning, infrastrcture development, scrap pile-ups
7	Dog control, our beaches have dog fights in the summer that owners think are cute
8	These 3 and other infractions as the need arises should be more proactively enforced while others remain complaint-driven
9	Forest Lot owners using their land for commercial & industrial purposes. Also Forest lot owners not complying with our OCP&LUB
10	Fire restrictions

11	illegal buildings and industrial activities, that need to be stopped immediately
12	Complaints driven enforcement is arbitrary and doesn’t work but the choices given are not the ones that I would focus on.
13	Soil removal and excessive water extraction.
14	Derelict vessels
15	unlawful use of natural resources
16	I do not support the Island's Trust hiring bylaw officers at all.
17	None
18	This does not apply to Bowen
19	Obvious fire hazards on properties (derelict buildings, piles of dried debris, over-crowding, etc)
20	additional suites and dwellings on properties without the zoning
21	Damage caused by stupid rules
22	Dogs in children’s parks, littering, bylaws that protect the people
23	More education. Also better communication between trustees and bylaw officers: I know of several cases where citizens express a complaint with a trustee but the bylaw officer never hears about this.
24	less aggressive bylaw officers - they have a bad reputation
25	I don't like the way this is structure, one or the other. I think a blend of the two.
26	Could have camera surveillance in some areas. Signs stating that fines for unlawful activities in some areas
27	Enforcement should be directed at protecting the environment at all cost. Otherwise, issues such as noise, building, dog, all human to human centred activities can remain complaint driven
28	damage or pollution within watersheds
29	Increase roll in aquaculture applications
30	It is important for complaint infractions to be followed up on, such as STVR use that is bothersome to neighbours.
31	Renovictions - usually to convert to short term rentals of any kind
32	We are not in favour of proactive enforcement.
33	Smoking and drinking in public
34	Burning of rubbish/burning in general
35	illegal or unsustainable tree removal on private property
36	John Quesnel =moving downtown was wrong move
37	Noise control
38	Permits should be obtained for large scale logging with prior investigation of area
39	FORGET about "illegal" tinyhomes and "un-permitted" room-additions and focus on Climate-Change related activities.
40	Tree cutting and burning
41	people burning garbage - if we smell it we should have the enforcement actually do something about it
42	especially complaint driven land use bylaw infractions!

43	development permit area infractions
44	Complaints from the other islands and decreasing by 13% the costs of bylaw enforcement on the other islands. As stated, Bowen has our own enforcement. WHY are we charged 11% more for enforcement we do not utilize?
45	Fine and removal of abandoned vehicles and boats on the islands and moorages.
46	DPA violations and need follow up that agreements are kept
47	Excessive development near freshwater sources and in watersheds
48	Residential land uses
49	AirBnb
50	STVRs only if LTCs deem it appropriate; ecosystem protection should happen without direction
51	parking, abandoned vehicles
52	a system for informing new owners and residents of applicable bylaws
53	I don't support either, as complaint driven gives too much power to one person, and actively seeking out violations is difficult.

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. You can read the strategic plan objectives and strategies for 2014-2018 here.

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 funding for strategic projects related to land use planning, advocacy, education, governance changes, corporate improvements, etc.

Question 23 – What would be your top priority for strategic projects/focus on a regional level?

Respondents	Raw Responses
1	"United we stand". Awareness of the power & value of one Islander voice speaking to provincial & federal governments.
2	Up-to-date recognition of planning to offset climate change impacts!
3	ensuring the "preserve and protect" mandate is followed by all including Bowen Island
4	Land protection
5	See answers to challenges earlier.

Since the trustees are newly elected, the members should take the time to study and learn about the values and places for which they are responsible. They should discover the specific areas of concern and the issues associated. Before they wade in on specific projects, they should create a framework of policies to inform themselves (and those who are watching the Trustees) what is the expected degree of care that will be applied. From this it should be easy to identify and prioritize their strategic projects/focus. The approach should be for the Trustees to decide what are their priorities, and ignore the squeaky wheels who want their attention. Here I am addressing their process and suggesting they ignore the results of this
6 survey question.

7 proactive bylaw enforcement

Advocacy around tanker traffic, pipelines and preventing logging on Bowen. Bowen pays a lot and yet we do much of your work ourselves so when we ask for help on certain things it
8 would be nice to get it.

Public education program more face to face than just website about the Trust and its
9 important role

bowen leaving the trust...not worth the cost, the muni does most of what the trust does in
10 terms of bylaw enforcement, shoreline protection, etc.

Education of the municipal staff and Mayor and Councillors on Bowen Island to make them understand the significance of the federation beyond their limited time scales and help them
11 to refrain from arbitrary decision making.

LNG WOODFIBRE
training/educating municipal staff.
protecting the marine eco system
achieve transparency of marine shipping operations e.g. the decision by the courts to allow the damages caused by Marathassa an oil spill to be dismissed. Make the polluter pay. Strict
12 interpretation of rules and regulations in canadian waters be reinforced.

13 climate change mitigation and adaptation.

14 Education

15 Less talk more action. Where are you on bowen?

16 Conservation

17 Land use planning

18 Advocacy.

19 advocacy and education re climate change

Improved protection of natural areas and ecosystems, with particular emphasis on forests and water resources. This is important in itself and also to reduce the negative impacts of
20 climate change.

A strategic forest Protection plan.
Lobbying BC Ferries for a local card so we can get home in the summer time.
For basic security because it is our highway to get home.
get rid of STVR so people have a place to live
21 NO more TUPs

22 Move to take islands out of Timber Harvest Land Base; increase areas of protection

23 Water supply management, including maximizing forest cover.

24 Marine ecosystem health

25 Corporate cost reductions

26	CLIMATE CHANGE! The most important Trust work in the next 3 terms (12 years) at which point Earth will either achieved 1.5C or not is climate change adaptation and mitigation. I've outlined 3 areas above that need urgent addressing.
27	Addressing climate change issues: water shortages, implementing tax incentives for implementing home energy efficiency, encouraging local food sustainability, tax breaks for island farmers
28	Environmental concerns- trees, land, water, ocean
29	Education and action on climate change; affordable housing
30	Climate change plan and implementation (having a plan is not useful without targets, monitoring and serious implementation)
31	Affordable housing
32	Our top priority ought to be to find ways to contribute to the monumental effort required to cut ghg emissions and to prepare for inevitable disruptive changes already "in the pipeline".
33	Advocacy
34	Climate change mitigation
35	Preparing for the effects of global warming- specifically shoreline erosion and forest fires.
36	Inter island transportaion
37	excessive tourism and airb&b
38	Roads and traffic issues
39	Adaptation to and mitigation of climate change.
40	Protection of shorelines and of water resources
41	climate change
42	Climate change. Orcas. Housing,
43	Climate Change, protection from wildfire, monitoring of the pollution of the Salish Sea. Without any of these, the Gulf Islands will be destroyed, never mind if someone's deck is 18 inches too wide.
44	Reduce expenditures and bureaucracy caused by the islands trust. Reduce tax payer costs
45	Climate adaptation
46	Making Howe Sound a National or International Natural Heritage Zone
47	Ocean management. Do we need to curtail the herring catch? Why are there no salmon? Illegal harvesting of shellfish and such
48	assisted living facility for seniors
49	Securing water supplies and making them more cost effective. Possibly also sewage extending outside Ganges.
50	Promoting conditions to allow young families to live on the islands
51	Fresh water/rain catchment/reuse of grey water.
52	maintainence of the status quo
53	Water - "4 PROTECT quality and quantity of water resources". But the items listed in the plan are way too wimpy. Needs to start with applications for re-zoning to accommodate increased density and commercial/industrial activities. Requests that will increase water consumption beyond the OCP should be approved. Covenants/language that is easily bypassed is not sufficient. Collect data from residents who "run dry". Things are changing and there is only anecdotal evidence.
54	Environment and first nations

55	Review OCP and revise to reflect current demographic trends, respecting economic resilience to factually based data on societal and economic conditions and trends.
56	Waste management planning for all islands at the same time. Why go the same process 13 diffferent times.
57	Water protection
58	Industrial growth
59	Marine protection in partnership with stakeholders.
60	Strengthen relations with First Nations
61	Education and advocacy -- which needs to be done by skilled people given the contentious nature of some issues that should not be soft-pedalled.
62	Creating a visions for 2050 (or another future date) outlining target goals for the state of communities, livelihoods and environmental issues. Strategies would be the actions needed to achieve such a vision. A clear vision statement that includes process for harmonizing with other levels and branches of government are needed.
63	Finding areas of synergy.
64	Affordable housing, and how the Trust can help various groups accomplish this
65	Move office out of oak bay, make staff more accessible
66	Marine Planning
67	More funding for land conservation programs including acquisitions of sensitive habitats, grants to local conservancies, scientific surveys.
68	bylaw against logging extreme and damaging riparian areas. We need all trees standing at this point. Only exemptions should be for clearing small area for a house. And of course maintaining forest for forest fire safety should be allowed and to Take a tree here and there for some firewood.
69	An objective of reducing GHG emissions in the Trust area with a goal of carbon neutrality by 2030
70	Climate Change
71	More activities focused on the aging population
72	Environmental protection
73	Impacts of climate change on ecosystems including marine and shoreline
74	Fresh water management improvement and proactive forest management for fire prevention
75	How to free Bowen Island from being part of the Islands Trust.
76	Protect marine and shoreline areas
77	support electric vehicle adoption and infrastructure
78	Resisting sensitive area mapping, including steep slopes and riparian areas, to prevent development (including logging) in these areas.
79	The reality of climate change should be priorized more specifically.
80	Again, climate crisis related planning of any and all kinds.
81	Mitigation planning for climate change. Why does the Trust need advocacy and educational activities?
82	advocacy
83	Focus on healthy communities and the Local Community Plans.
84	Climate change
85	affordable housing, orca protection, initiatives for rain water catchment

86	Planning for the long term effects of predicted climate change and methods to decrease these impacts
87	Prevention and mitigation of climate change. Protecting the environment.
88	Mitigation of climate change.
89	Education for youth and adults about preserving and protecting local flora and fauna
90	Reduce carbon fuel consumption on and inter island.
91	Affordable housing
92	Protect water
93	water resources community engagement
94	More effective governance with less red tape and fewer restrictions
95	View all projects through the lens of climate disruption and mitigation. Protect the natural environment(forests, water bodies, ecosystems)
96	increasing Gulf Island resilience to prepare for climate devastation - proactive wildfire risk reduction, better protection for waterways, increased protected areas (land and marine)
97	coping with climate change
98	Reduce ecological footprint
99	Climate change will bring new problems and decisions for the Trust. This should be considered in all facets of the Trust planning.
100	Climate change action strategies are paramount now. We've experienced the effects of change and the resulting damages are horrifying. We need to do our part to be models of climate action. We, on Salt Spring, have had a plan and working group for some time but now funds are needed. And, wherever possible, the Islands Trust needs to be enabling local organizations (for instance area farm plans, water services, etc) to be incorporating climate action strategies, and to do this through dollars and expertise. We need action now, not just talk.
101	Climate change initiatives
102	Climate mitigation and adaptation
103	Affordable housing, water, climate change
104	Projects that help us prepare for the effects of climate change. Projects that reduce our contribution to climate change.
105	Stopping development of the most sensitive forest lands, and begin restoring Indigenous stewardship (i.e., land-management) of one or two pilot areas to start with, such as Burgoyne Bay.
106	Climate change mitigation
107	change Trust bylaw with respect to incentivizing energy retrofits and water conservation initiatives
108	protecting forests and water resources
109	Increased EV Charging support (cars and bikes) across the region. Public charging Infrastructure encourages individuals to trade up to electic vehicles, reducing their emissions. Encourages local businesses to do the same. Also encourages eco-tourism and our branding as an eco-aware community.
110	Climate change initiatives.
111	Review all strategic projects through the lens of climate change and emphasize that approach by declaring a Climate Emergency in the Islands Trust Area.

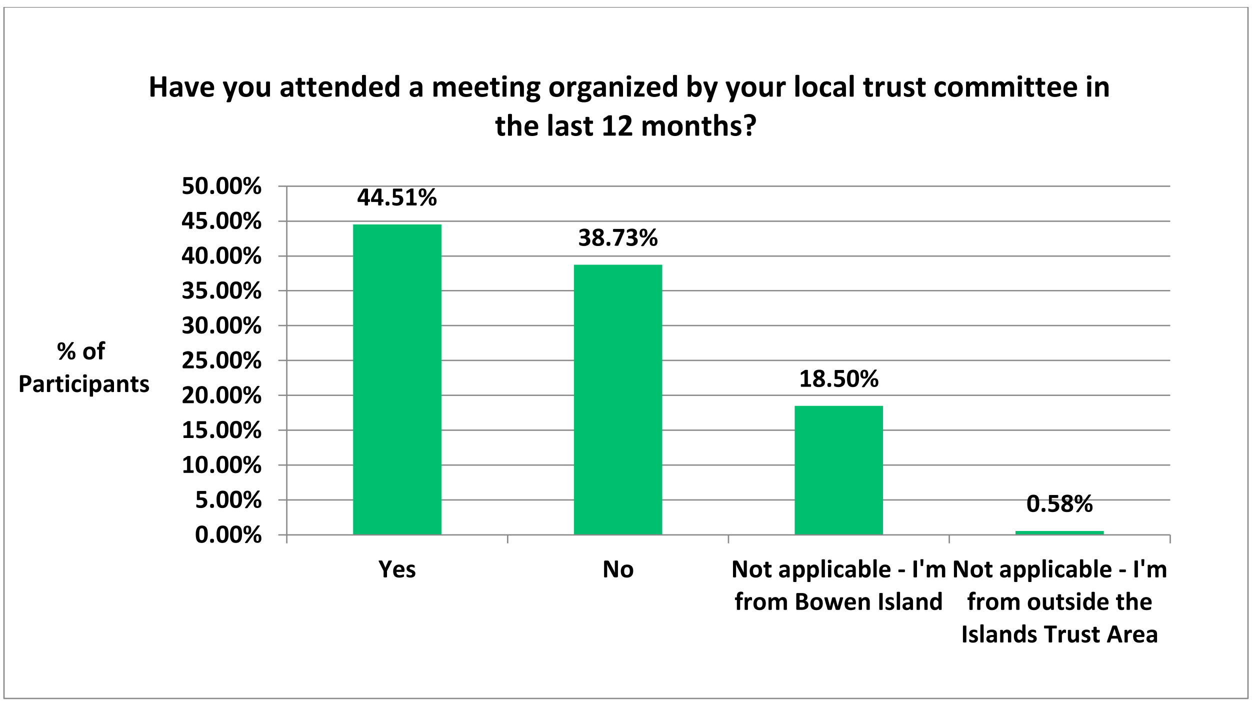
112	Climate Change adaptation
113	In very broad terms, resilience in preparation for climate change. While that involves many players, the Trust's role could be to pull together information from a variety of sources and coordinate application of planning and program development for all the islands.
114	Learning to operate without Bowen's outrageous levy!
115	Creating a walkable affordable central village area for Gabriola, ie. Having all commercial (retail) development include rental housing such as second floor apartments. Encourage ways to reduce the use of personal fossil fuel burning vehicles.
116	Housing
117	Community character and economic sustainsbility
118	Affordable housing
119	we don't need monster homes on islands ... it's supposed to be a rural setting; don't over develop because the water table only supports so many not everyone
120	better bylaw endorcement
121	ACCESS
122	Protecting the natural environment: encourage community stewardship.
123	I would like to see a more quantitative assessment of the Trust area in terms of environmental, economic and social changes that is regularly updated
124	surrounding waters and applying for crown land to ensure the shoreline is protected
125	Off grid energy , electro mobility faster internet
126	Freshwater protection
127	Reconciliation a co-governance with First Nations
128	Affordable, diverse communities
129	Local composting, treated wastewater re-use, encouraging water storage in new developments
130	Making it known that we live in a Trust area.
131	Affordable Housing made easier through the adaptation of regulations
132	Review Trust Act objectives and detremine whether the Trust's policies reflects objectives and whether local areas have achieved them.
133	Integrated green transportation options (trails, bike routes)
134	Sustanability. More Renewable Energy sources. Promotion of Farming. Support for local farmers. We need to eat more local food!
135	Conservation
136	Shoreline and marine environment protection; cannabis regulations review; looking at impacts of tourism and options for regulation
137	Tankers parked in Plumper sound, fire safety
138	Encourage more local business (rezoning) and discourage vacation only homes.
139	Changing applicable federal, provincial, and local policies and laws regarding commercial marine traffic and moorage in the trust area.
140	elimination of ships anchoring near populated islands
141	Stopping reliance on cars as a way to get around, work on cycling infrastructure. Sustainable water catchment systems as a must for all new developments should be a priority.

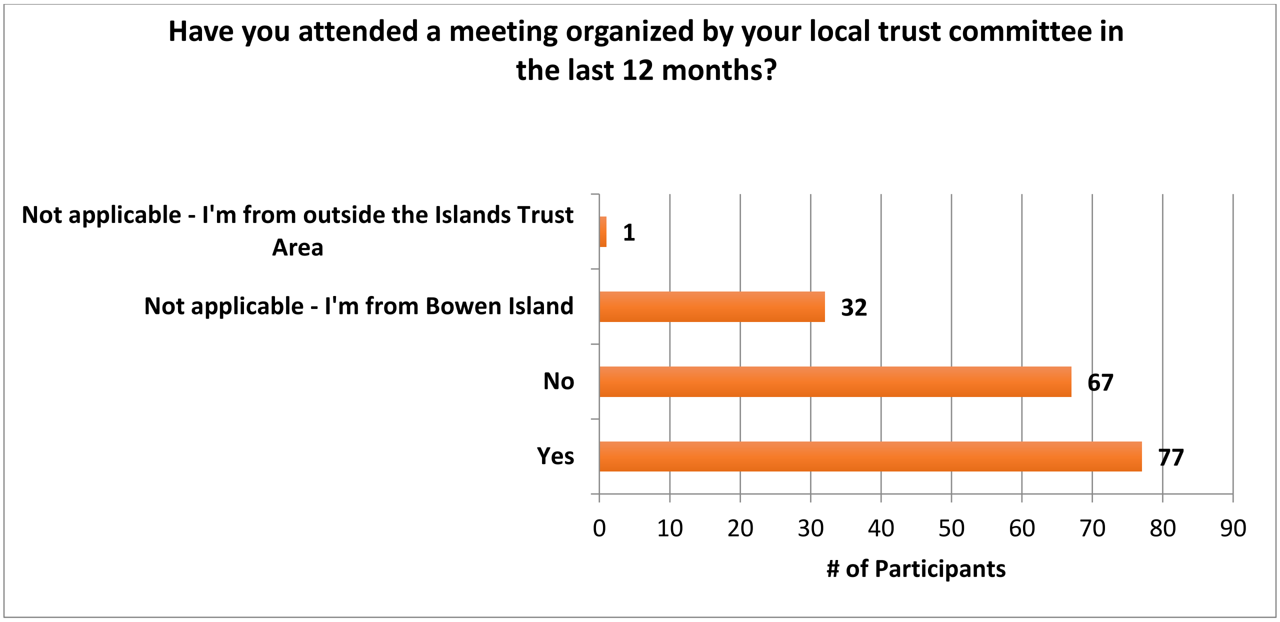
How the Trust Engages with You

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. Bowen Island Municipality's meetings are funded by the municipality.

Question 24 - Have you attended a meeting organized by your local trust committee in the last 12 months?





Question 25 - If you haven't but would like to, what have been the barriers to you attending?

Respondents	Raw Responses
1	NA
2	Time & energy
3	I work full time. I have to essentially take a day off to attend what is typically not a fun meeting. I do this occasionally because I value being informed and involved but this isn't easy. Who's schedule is being prioritized with the meeting times, and can we not have staff come at another time to allow more public involvement?
4	Distance, time, cost.
5	No awareness.
6	Not held on Bowen
7	Lack of knowledge about these meetings.
8	Lack of information on when where the meetings are being held
9	n/a
10	Travel
11	Yet another meeting with no results
12	Ignorant know it all chairs from other islands. They talk too much at meetingand their personal opinion does not count. Respect has to work both ways!
13	The issues that arise which especially concern me generally draw a crowd sufficient to fill the hall!
14	Frankly - the LTC meetings are 95% focused on land development applications - important but the larger issues facing communities (climate change, water, forest cover, sensitive ecosystems, affordable housing, too much tourism, food security, etc) are hardly ever addressed. There's no time; there's no money! However these issues are at the core of the Trust's mandate. Priorities have to be re-balanced ... and soon!

15	Being informed of meetings.
16	Time of day, during work hours.
17	N/a
18	Busy
19	N/A
20	other business
21	no
22	Mostly, if I'm working in Town.
23	If the islands trust had meetings on Bowen island the thinking majority would realize what a waste of money being a part of the islands trust is and we would be able to get out of it
24	give me a break - when you hold LTC meetings during the day you have no regard for working people.
25	Part timer
26	Conflicting schedule. I attended 2 meetings more than 12 months ago, but would like and intend to attend more often.
27	Time and money. Struggling to pay the new hiked water tax.
28	I don't know when they take place
29	Stop trying to get more people out, people who are interested will go. Live feed is good.
30	daytime meetings
31	Always held within private sector working hours
32	Meeting times for some. No good solution.
33	Work full time - meetings are long and during the work day
34	I work. I am not available weekdays
35	Childcare, and times of meetings
36	The format tends to be formalistic and somewhat intimidating.
37	I'm often too busy with other obligations.
38	Personal scheduling conflicts.
39	none
40	Not knowing when and where the meetings are taking place.
41	Knowing when/where, for how long, topics of importance to me, setting my time priorities.
42	Time of day
43	Winter travel but I will be attending meeting in the summer season
44	I haven't made it a priority
45	I've been away. Email notification would also help.
46	I like the current Town Hall approach where meetings are open to the public and agendas published ahead of time.
47	No barriers, really. Just a time and health issue limitation.
48	na
49	Meeting held during the week stop working people from attending.
50	Travel time and cost
51	Not aware of them
52	I don't like aggressive and confrontational situations.
53	Length of meetings and time of day
54	during working hours

55	timing, personal work load
56	I am too old.
57	timing and transportation
58	I have.
59	Not knowing exactly what is on the agenda in advance. More time for public comments and discussions
60	LTC meetings occur during work hours and are not very accessible to working age people
61	It's the combination of unpredictable agendas (an hours-long meeting and you can't tell when the "public-interest" item will be addressed), the daytime timing of most meetings, the Trust announces its Agendas (at least on Salt Spring) at the very last minute. I think the public announcement process is not very user-friendly.
62	Notifications on social media
63	meetings need to be outside of working hours
64	Why increase the costs of putting on the meeting by someone from an island that does not receive any benefit. It costs our municipality enough to have 2 representatives to attend.
65	meetings are too long
66	They have been generally scheduled on my scheduled work days.
67	conflict of meeting times
68	Not sure I want to become on of those complainers.
69	None
70	They happen when I work
71	Awareness, feel like it would be not be engageing/frustrating.
72	NA
73	Not very convenient hours, variety would be good.
74	The location and the time. I am usually working during the day. If the meeting happened on Saturdays Id be more likely to attend. And the location at the Community hall would be more accessible for me.
75	Day & time
76	Times
77	Work.
78	primary residence is off-island, trips to the island are expensive, when on-island, always have many maintenance projects.
79	timing of schedules

Question 26 - What could we change to make meetings more accessible for you?

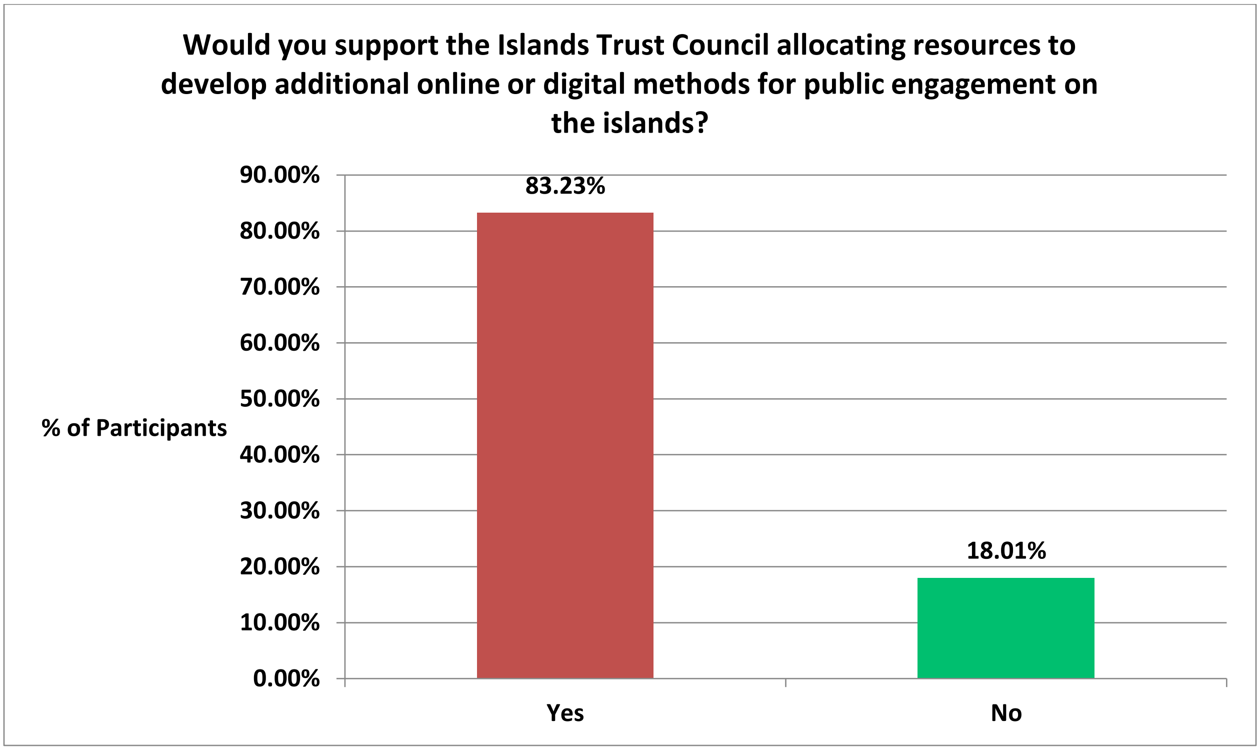
Respondents	Raw Responses
1	I often watch an important Bowen Council meeting online while it is happening or afterwards. Islands Trust meetings could provide the same opportunity?
2	Not sure.
3	Described earlier.
4	Virtual attendance (Skype with video).
5	Hold them online with Zoom.us (or something similar)
6	Hold one on Bowen about preventing logging and tanker traffic
7	video streaming, or organized bus tours.

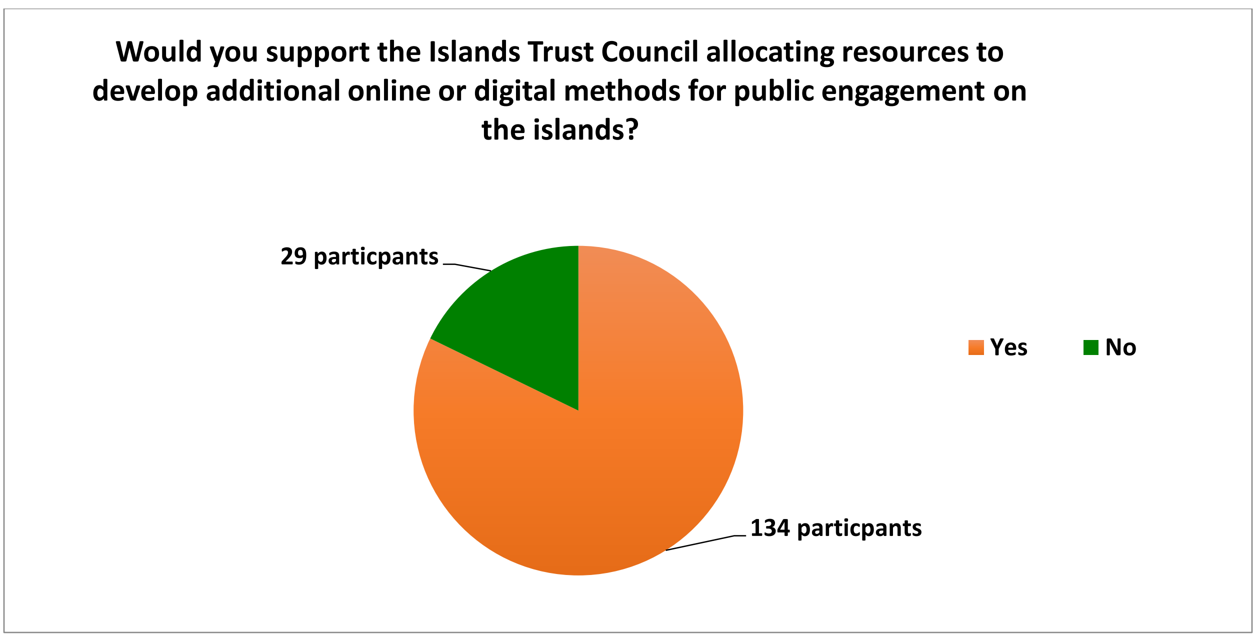
8	on line video
9	n/a
10	?
11	Really you are proud of that many meetings? Inefficient. Start working on the ground
12	they are very accessible
13	While the times are suitable for me, working people are generally not able to attend day-time meetings, so some meetings should be held in the evenings.
14	Not in the middle of the day because most people work. Weekends would be good.
15	Bigger venue?
16	Live-streaming has been used during the recent election cycle. It's easy, accessible, cost-effective.
17	Clearly and regularly informing islanders of timing and subject of meetings. Providing opportunities for participation by referendums
18	Not all meeting should be in the middle of the weekday, when 9-5 working people cannot attend. Some meeting should be in the evening or on the weekend
19	Having meetings at different times, and especially weekends, would be helpful for those of us, like myself, who are working.
20	N/a
21	Not much
22	Nothing - works well
23	online access
24	nothing
25	Online, interactive meetings. We all have internet, let's use it.
26	Nil
27	weekends. child care.
28	Very brief online summary
29	different day of the week
30	Support views from both sides.
31	Email notification
32	Keep having the meetings as usual and live feed, with having them easily accessible online.
33	Evening meetings and better notice to public
34	Works fine.
35	Happy with current meetings but them I am retired
36	Evening meetings
37	Shorter, better facilitated, not during work day
38	Have them on Weekends
39	Weekend meetings in the summer?
40	See above, but I'm not sure exactly how -- would take more thought, expertise.
41	The islands have many organizations, societies, service clubs, etc. Most are trying to address needs of the island communities they serve. Some strategy to better engage these groups might be one option.
42	Vary times and locations of meetings to try and accommodate the needs of various people in our community so each of us can get to a meeting or two at some point.
43	nothing

44	1.There is a complete disconnect between what trustees communicate to individual members of the public and the actions they take. Greater accountability of, better informed, and more transparent Trustees. 2. Develop much more useful processes for community input. The Town Hall lacks modern understanding of inclusion, transparency, communication. Please get some help here. There are very good formats and facilitators available.
45	Increase exposure through local press and social media plus the creation of an active email list
46	Not sure. As expected the issues are diverse, I can't sit through all the meetings so on my end I need to do more to sort through the agenda and book my time to attend in an efficient manner. Magically, what if I could 'follow' an issue (a la Instagram style) and be able to have alerts related only to that issue? The IT web site is very well organized but it's just so vast that sifting through it all takes dedicated diligence - almost a full time job to be an informed and active citizen!
47	Time of day and recorded video segmented and matched to the agenda
48	N/A
49	A sense of being able to make a difference
50	make them in the evenings
51	Email notification
52	Don't know.
53	meet by skype or something similar
54	Move Islands Trust offices into the gulf islands. Spend the money in the islands where full time jobs are needed badly and the money is earned.
55	make online / dial in access available
56	On line
57	Ask for and insist on respectful behaviour.
58	Shorten meetings
59	hold at least 1/3 of meetings in the evenings.
60	Evening meetings
61	Have adequate recording and livestream
62	Accessibility is not always the problem - I feel that often decisions have already been made or the Trustees are quick to say that there are jurisdictional problems. Good excuse for not doing anything??
63	Nothing - I think it's important that they move around the islands so that everyone has a chance to see the Trust in action and have their say.
64	See above
65	Meeting times are fine for me
66	More frequent LTC meetings and evening meeting times.
67	Evening (or late-afternoon) meetings, and more flexibility in the process of scheduling Agenda items... but precision in announcing the timing of each Item.
68	Utilize social media to announce meetings with subsequent ability for community to discuss on social media
69	work hours
70	n/a
71	Shorten the duration which means shorten the speeches like at toast masters
72	Vary the times and days of the week that they are scheduled

73	They are always on the same day at the same time which makes it challenging for those of us who work during the day.
74	as in 25
75	They are accessible to me.
76	Probably nothing.
77	Some (eventually nearly all) meetings to be held where participation is online.
78	I think you do your best
79	adjust times, put them online
80	More local meetings
81	More publicity about the meetings, reviewing the meeting process and how to engage with people who attend.
82	Meetings outside working hours
83	The chair of the meeting [redacted] dominated/s the meeting not allowing relaxed and new suggestions in an amiable manner. [redacted] runs it like a dictator. This is unhealthy and restrictive. The chair is not there to judge and determine who or what is important. Everyone and every suggestion is important and should be discussed in an open relaxed way. Dictatorial edicts from a chair does not accomplish this. It is repugnant.
84	Evening or Weekend meetings
85	Mix up the timing.
86	Having the meetings on the weekend and at the community hall.
87	Evening meetings
88	Decently-heated halls!
89	Evening meetings
90	Open up email lists for public input/ ongoing discussion. Use social media not old school meetings.
91	?
92	online webcasts
93	Make them after work hours so everyone can have a chance to go.

Question 27 – Would you support the Islands Trust Council allocating resources to develop additional online or digital methods for public engagement on the islands?





Question 28 – If yes, do you have any thoughts on which sorts of online or digital tools you find effective and the Islands Trust should consider?

Respondents	Raw Responses
1	Check with Bowen Mayor & Council
2	Not sure
3	no
4	Having audio available
5	Use proven, off the shelf tools. Do NOT waste money trying to invent a better one.
6	I answered this above: Zoom.us
7	Post videos online
8	I think sharing Public Hearing submissions on line (which suddenly stopped for the last two PHs here without explanation) should be done again. No one has a chance to read the public hearing binder at the hearing, really. I said yes but other than videoing LTC meetings and making it available on line, I am cautious about how effective it will be. I prefer earlier CIMs as per Trust Policy with thorough and accurate data and information available. Perhaps video or power point with data and information about a proposed change could be made available forthose who cannot attend meetings.
9	live streams and archive the meetings
10	Live streams and archived videos of meetings.
11	meetings could be filmed so that working people have access to procedings
12	-
13	Great, higher budget for more staff!
14	I am not fluent in any type of digital conversation, but can see it would be useful for those who are and have difficulty getting to meetings.
15	While encouraging more public input through offering on-line alternatives is a worthy goal, I'm quite concerned that such efforts may not be cost-effective. I'm also concerned that thoughtful responses to many questions require more information and consideration of various perspectives than is typically presented in on-line tools. Therefore I'd support an approach using the Trust web-site (as with this survey) and NOT Facebook or Twitter.
16	The mapping tools are very good. It would be interesting to see attention to impacts on soil and watersheds from logging, if that can be quantified. I'd like to see also how quickly and fully replanted forests fill out. In recent Google Earth Engine study of Vancouver Island, visually it seems that cutblocks are still clearly visible over two decades after cutting. Just a thought.
17	Seems to me that online surveys such as this are adequate.
18	Don't need to spend much money developing tools. They exist. Just use them.
19	referendums and online surveys

20	Webinar formats .. posted presentations that can inform participants prior to meetings or events.
21	Live-feed of meetings or recording and making available as pod-casts or videos on the Trust website
22	Video tape meetings and online surveys.
23	I would not advocate spending much more on digital methods, but this survey, which includes information and invites responses, including with fairly open-ended questions, is useful.
24	Online meetings, possibly allowing online participation - comments and/or questions.
25	Live webcast of meetings
26	Mapping of terrestrial and marine ares
27	Live stream meetings
28	Surveys like this one
29	I won't do facebook
30	surveys like this.
31	Check with an IT person who specializes in this area. They will have the latest and most effective tech suggestions.
32	even if you just did live-stream it would be helpful. or decent interactive web platform
33	allocating new resources cost $. Bowen is already paying too much and bearing too much of the financial burden.
34	No
35	any digital methods
36	Any. Zoom, Google groups... online would save costs.
37	Email sign up sheet
38	Do not allow people to engage online, but allow viewings of the meetings.
39	Social media and newspaper notices
40	Updates from the trustees on progress or obstacles to progress on the strategic plan. Surveys/feedback counts that allow one to add their "vote" to strengthen the comments/suggestions/views proposed.
41	I said yes as I know others would like this. I prefer to get info from the meeting/minutes.
42	Look at creatively developed and existing "best models" for guidance.
43	None
44	Online seems sufficient- why more funds?
45	The usual streaming technologies etc. should be fine
46	Your yes/no format in many of the questions does not allow for nuance or uncertainty. I think you probably have to move to more online and digital tools to engage younger people. That's important. But it might not work for everyone. I think you'd have to dig into this more deeply, "do a study" -- seriously!

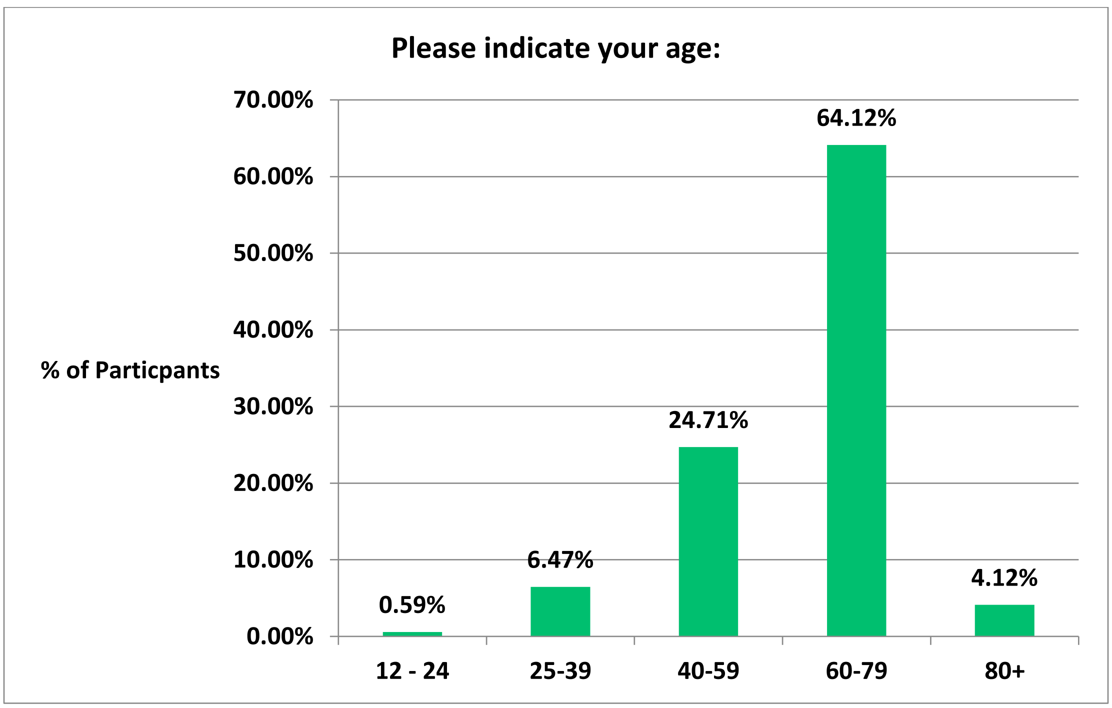
Of course, there are many. One constraint is access to quality scholarly information. When I search the web on subjects such as marine biology, forest management, etc., I try to use Google scholar but get blocked because of the high cost of downloading quality scientific articles. We need mechanisms to make relevant information more accessible. One consequence is many residents simply rely on pseudo science disseminated on Facebook. Perhaps the Islands Trust could work with UVIC to get wider
47 access to quality science-based peer reviewed information.
48 Online surveys such as this one.
49 Keep it simple
Live streaming is helpful for many with that stream archived so it can be
50 viewed later.
51 Not needed, keep it basic
52 Salt Spring exchange could be utilized for notifications
1. Information regarding upcoming significant decisions while there is still time to respond to them circulated on social media and the Exchange
2. Contextualized, summarized information essential to understanding all
53 angles on an issue in basic English, no bureaucrat- or legal-eez.
Thorough investigation of "off the shelf" products. These products have
54 been around for decades. The Trust does not need to reinvent the wheel.
As per above, some easy method to follow an issue - just that issue. Much like the Community Alliance subgroups, citizens can easily keep up with a thread - environment, housing, economics - rather than sifting through the entire mountain of topics as if each of us were elected officials. No, wait, even those elected are streamed to certain areas and do not know all about
55 every issue.
Information is spread over several organizations and websites. A "dashboard" website that allows users to learn more about where they live or more importantly, where they are thinking about living. Kinda like the
56 Regional district of Nanaimo's watershed info.
57 Video access to public meetings
58 Trail maps
59 No
I say perhaps to 27. I prefer to attend in person locally. I find online resources hard to access, and such as this survey consume a lot of time. I
60 have spent much more than 20 minutes on this survey!
More surveys on specific issues and solutions.   Perhaps using the more active local neighborhood committees that are springing up in relation to emergency services e.g POD to discussion relevant neighborhood Trust
61 issues.
62 Video conferencing such as Zoom
63 inexpensive ones

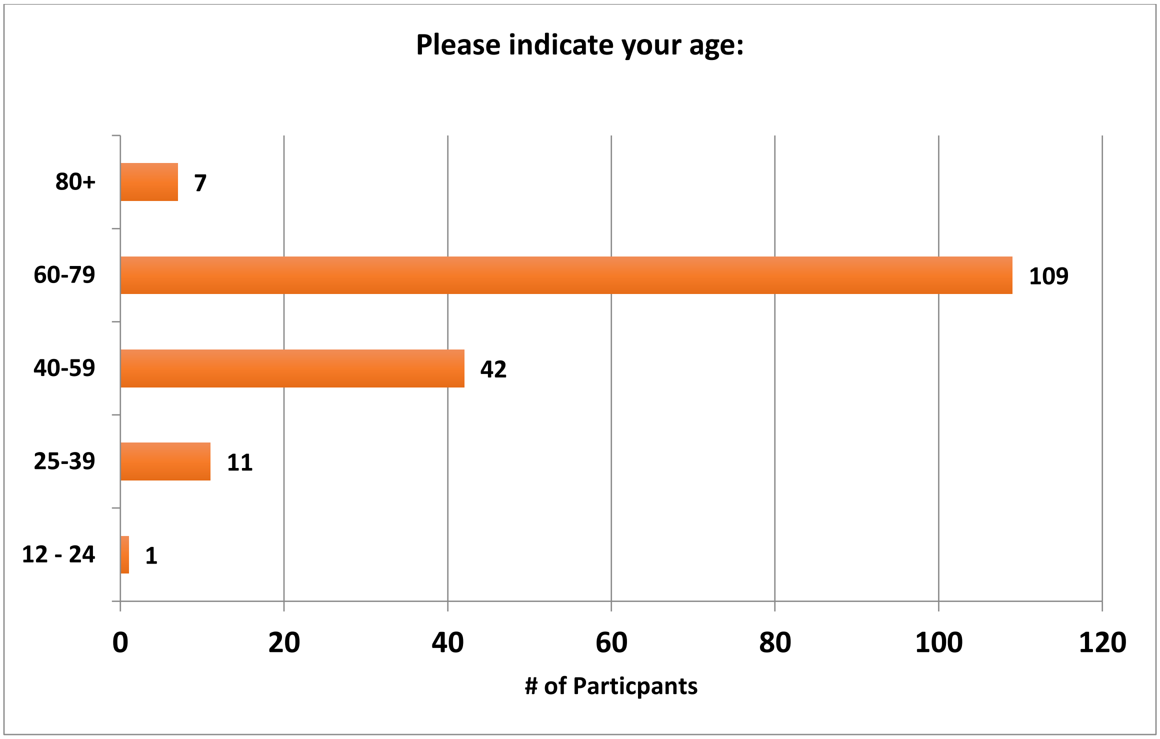
64	Going digital takes the power out of the individual community. Individual beliefs build on hearing what others say. Keep rural flavour of town hall meetings.
65	The tools are already available on the internet. There is no need for a great deal of planning to implement this, but only if it means that the Trust can stay in their office and not have the expense of a day's pay.
66	Not my areanof expertise but there must be many as it is used a great deal for on line classes etc
67	open forums at specific times- register and log in to participate
68	Surveys like this
69	surveys such as this one. Live streaming of meetings with opportunities to comment or ask questions online. More meetings of trusts online to save travel time and $$ such as using Zoom Rooms.
70	Don't invest too much as technology changes rapidly, but work on conference calling
71	I'm too old to be interested in fighting with on-line information services of which I know little. If you get my survey without my erasing it, it will be a miracle!
72	Go To Meeting
73	Live video feed of meetings
74	Use the exchange, Facebook groups
75	First, test a few digital tools from a few difference government agencies, and see which ones the users like the best.
76	Official Social media page for each island trust
77	This survey is excellent and uses commercial software (Survey Monkey). I am not in favour of using resources to develop new platforms.
78	I am retired, including being retired from most advocacy work. I do like to be informed, though. I think this survey is a pretty good effort. Other than that I value genuine communications via email on the part of elected officials.
79	streaming real-time if possible. If not, after the event. But the picture needs to be able to show who is speaking and allow the user to be able to clearly hear what's being said.
80	Live feeds of all meetings
81	Surveys are good
82	Webinars
83	I have an older model PC ... I view other webinars just fine on it
84	I cannot answer yes or no, because it depends on the activity.
85	Don't go digital.
86	Videoconferencing. Failing that, a webinar type format.
87	Do not use them much myself so cannot say
88	an interactive website that is not just managed by staff
89	Online boards

90

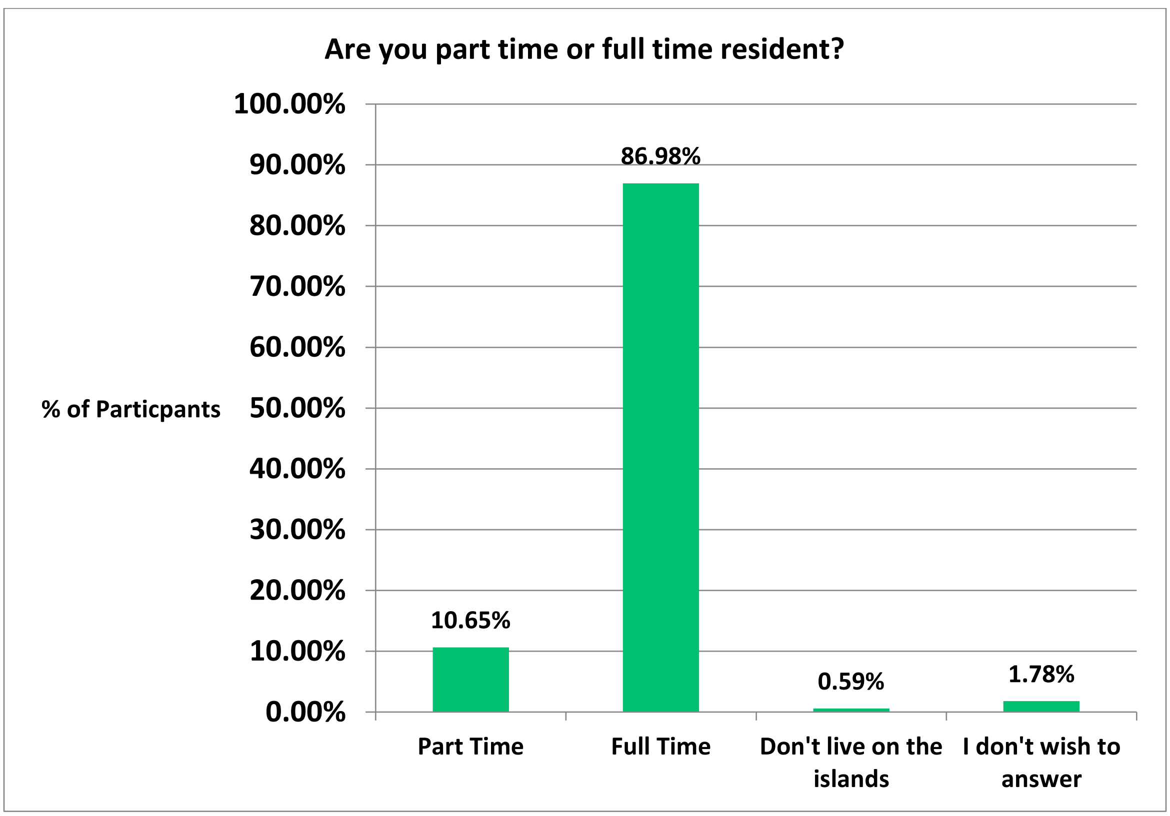
90	It's not expensive to live stream! I would suggest setting up an Island's Trust youtube account (if you have not done so already) and simply live streaming meetings on that platform. You really don't need anything too fancy to start.
91	"Attendance" at meetings using Skype, FaceTime, etc.
92	Video tape meetings for posting
93	Watch the forums.
94	We streaming into our homes-universities across Canada have been webstreaming convocation ceremonies for many years
95	Online tools for regional issues; keep local communication IRL, or at least mostly so.
96	Meetings recorded and available online
97	Email lists
98	Notices of agendas for upcoming meetings, followed by solicitations of input, where appropriate. Minutes of meetings (as currently posted).
99	webcasts

Question 29 – Please indicate your age:

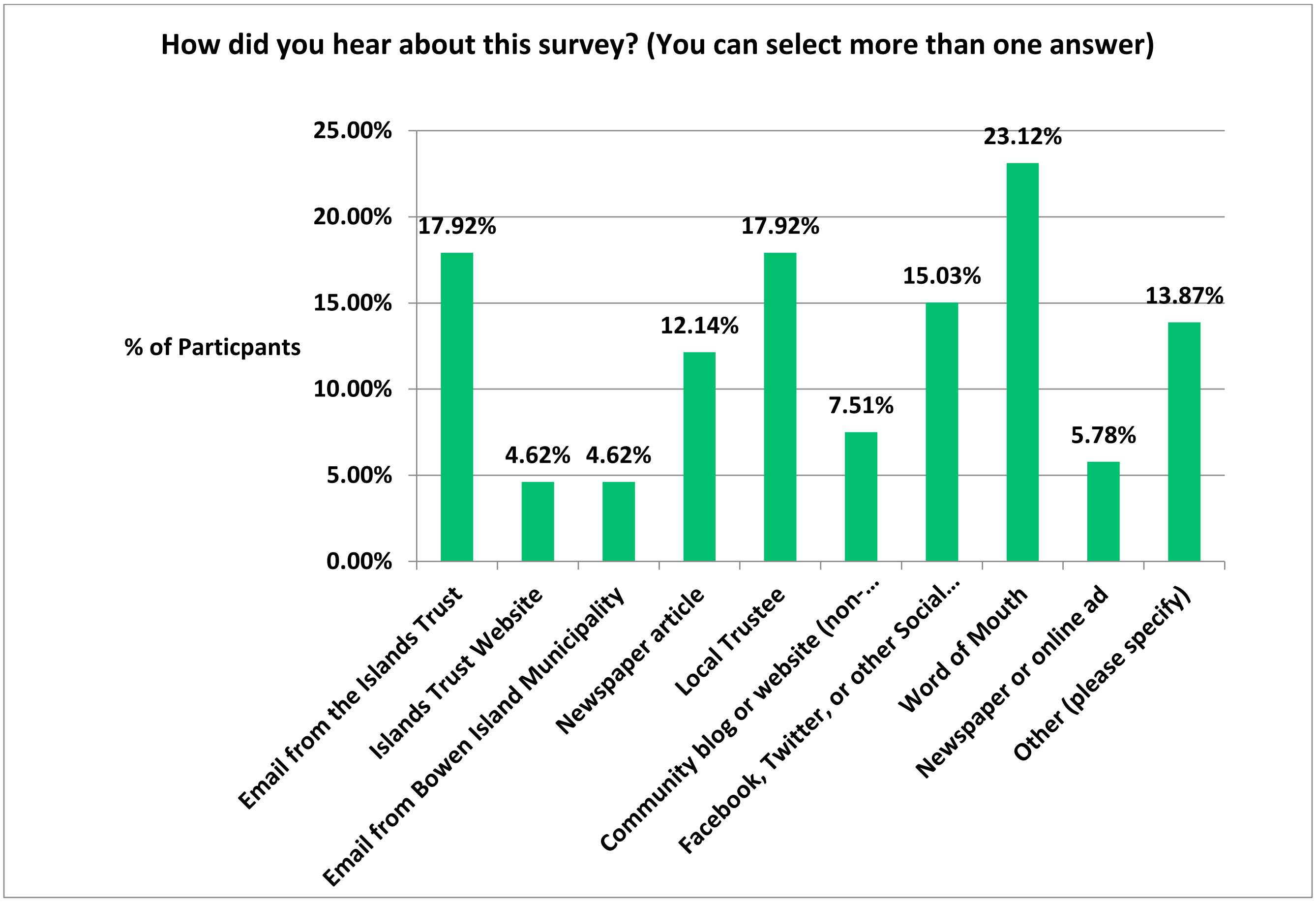


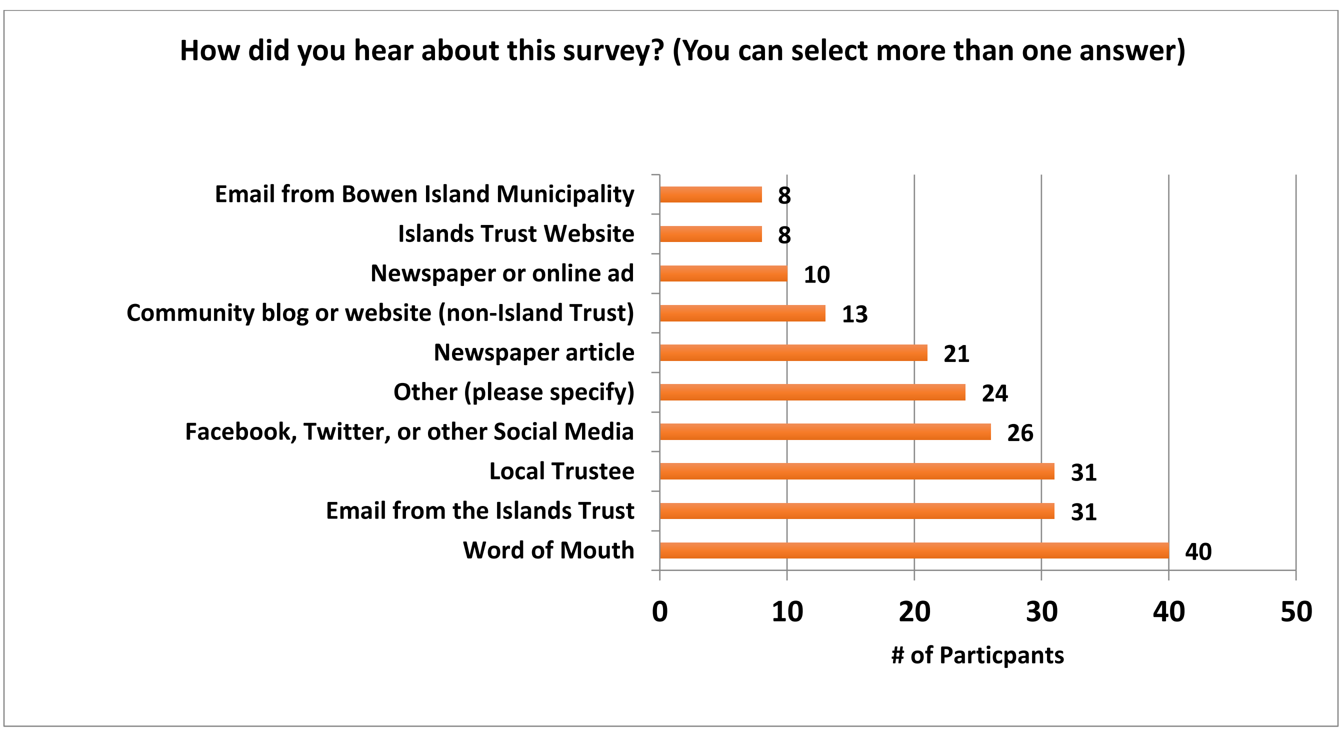


Question 30 – Are you part time or full time resident?

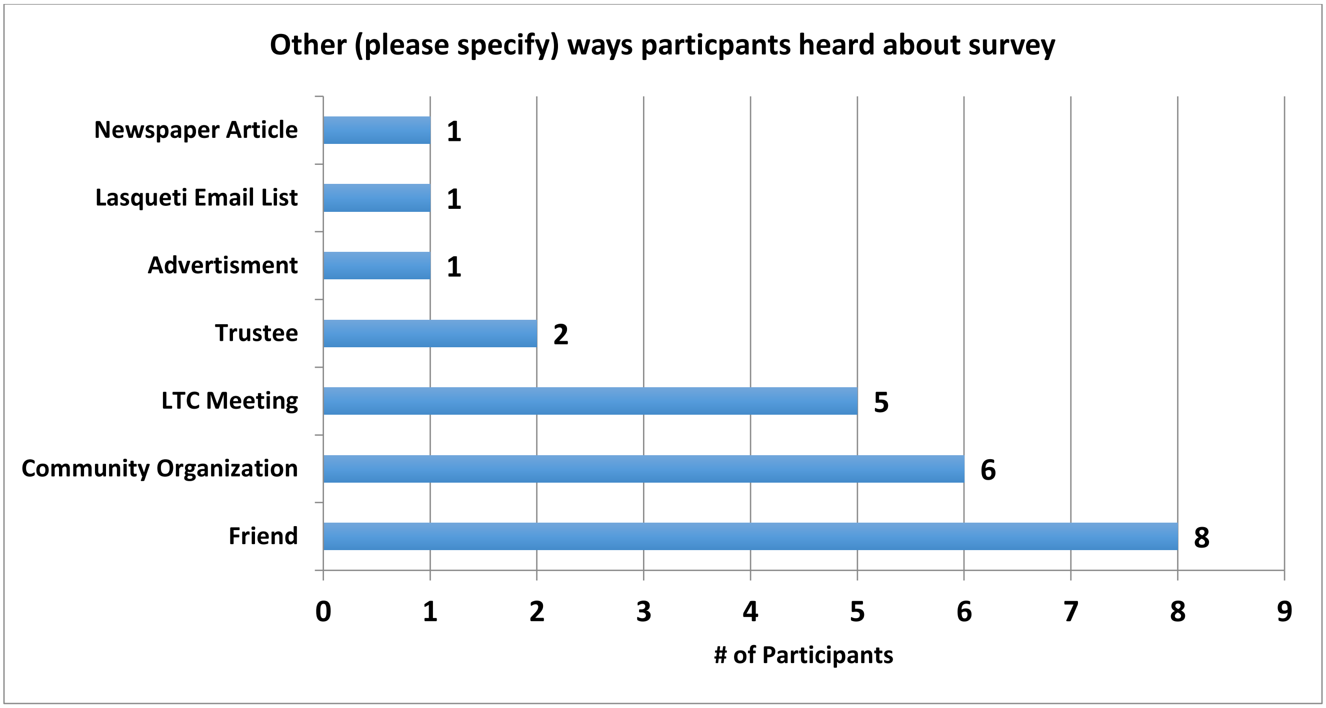


Question 31 – How did you hear about this survey? (You can select more than one answer

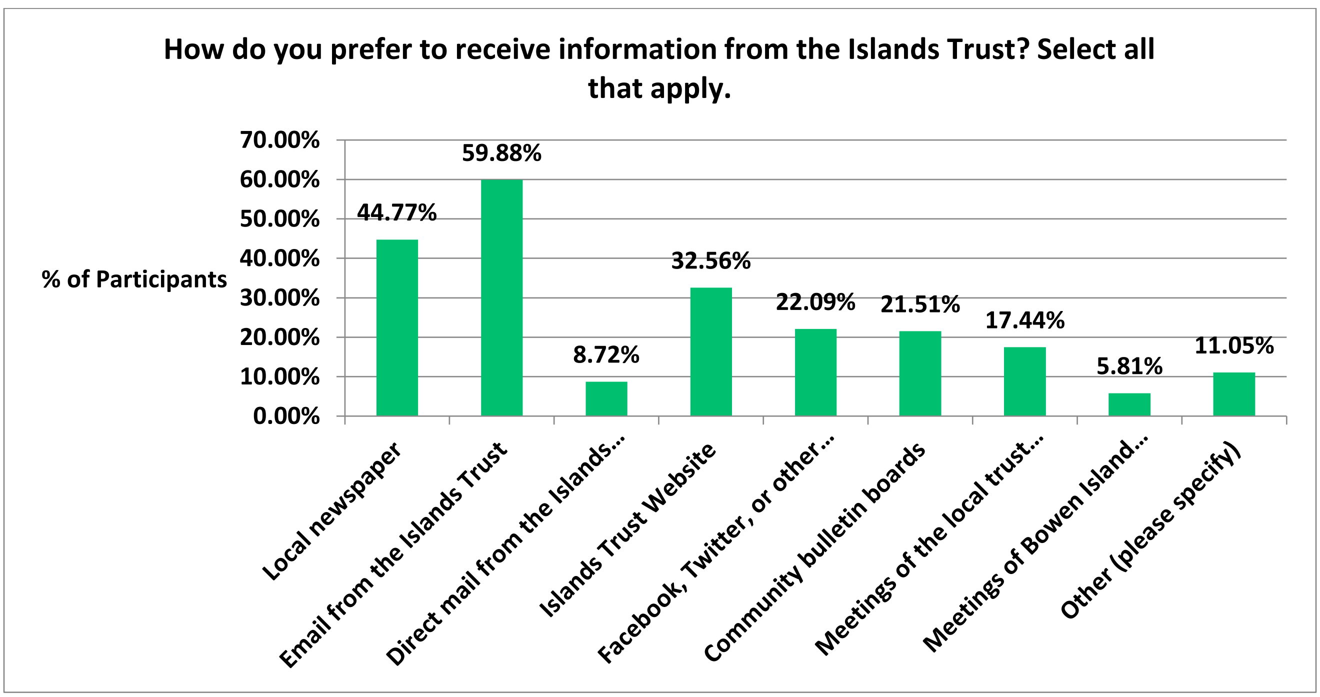


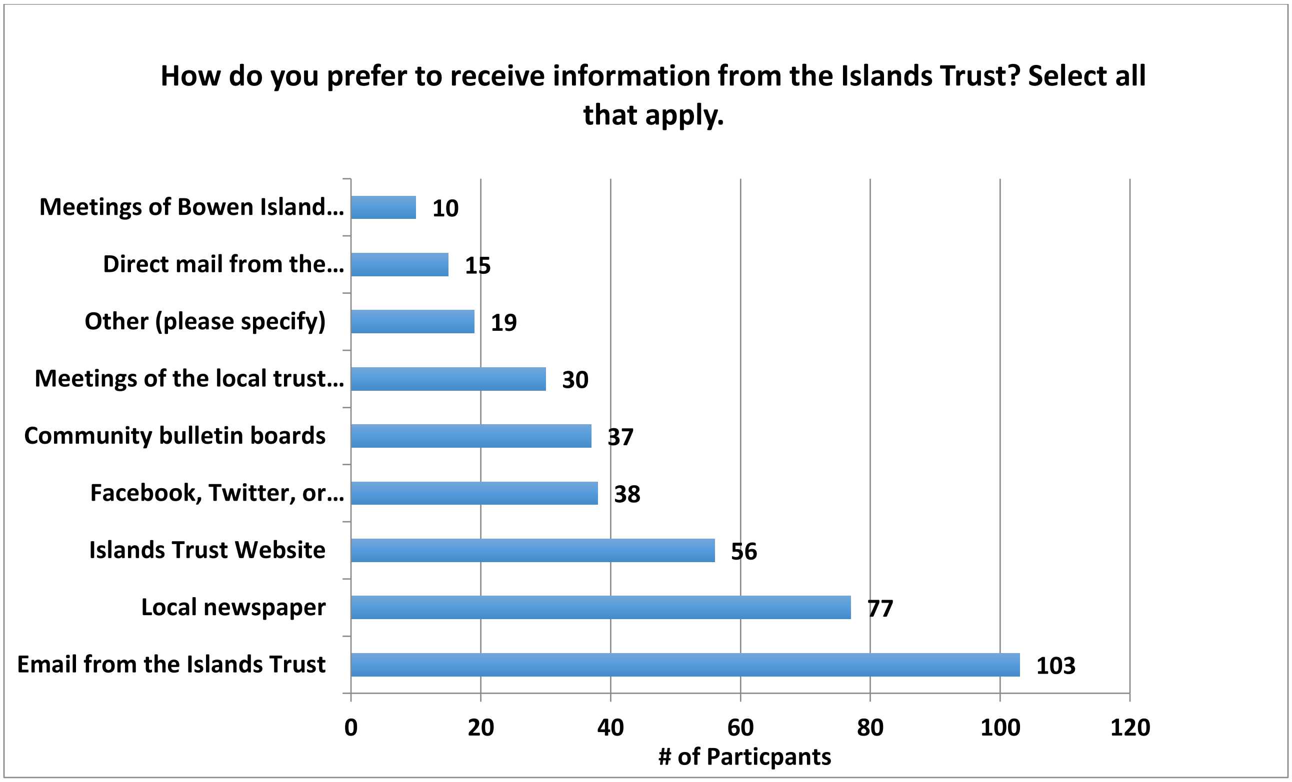


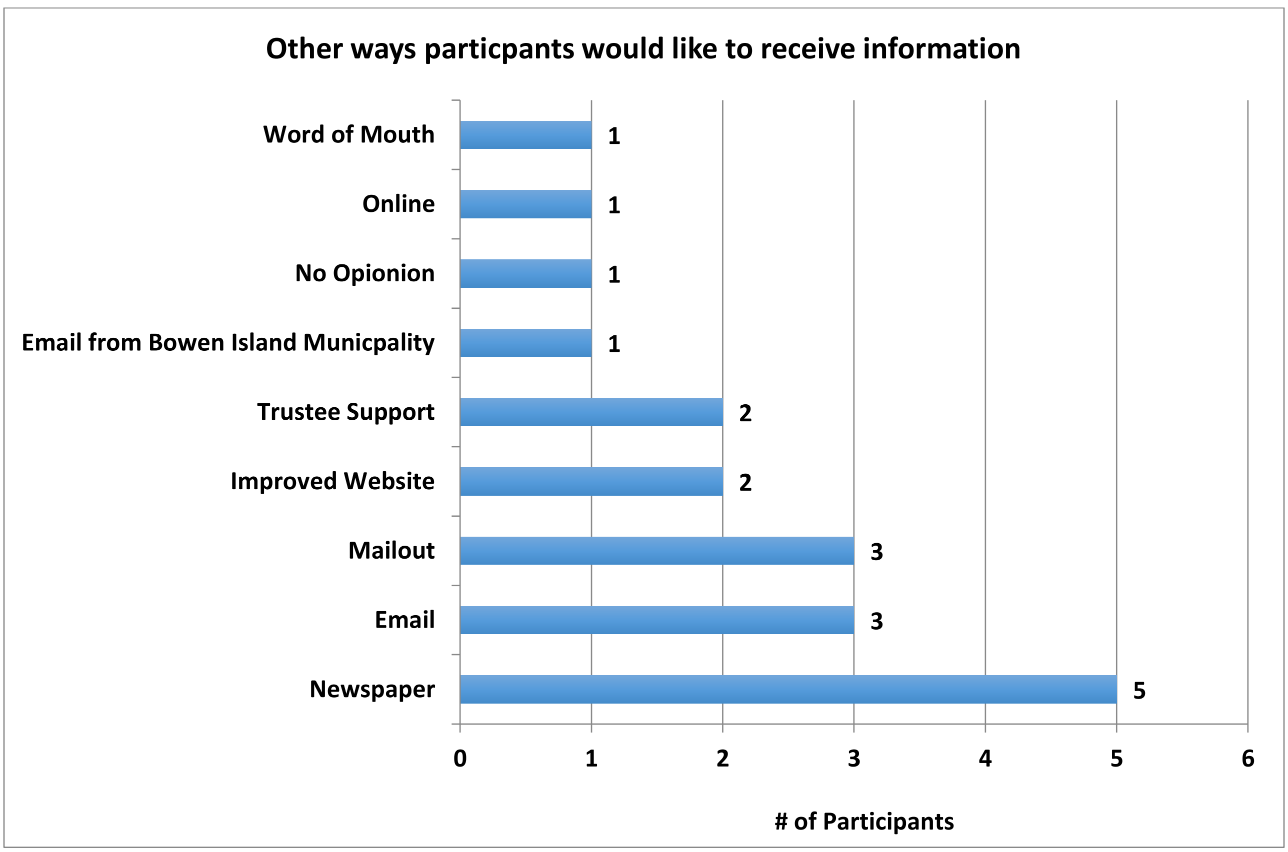
93



Question 32 – How do you prefer to receive information from the Islands Trust? Select all that apply.




How do you prefer to receive information from the Islands Trust? Select all that apply.
Meetings of Bowen Island...
Direct mail from the...
Other (please specify)
Meetings of the local trust...
Community bulletin boards
Facebook, Twitter, or...
Islands Trust Website
Local newspaper
Email from the Islands Trust
10
15
19
30
37
38
56
77
103
0
20
40
60
80
100
120
# of Particpants


Other ways particpants would like to receive information
Word of Mouth
Online
No Opionion
Email from Bowen Island Municpality
Trustee Support
Improved Website
Mailout
Email
Newspaper
1
1
1
1
2
2
3
3
5
0
1
2
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4
5
6
# of Participants

95

Question 33 - Thank you for taking the time to complete this survey! If you have any final thoughts or feedback on the draft budget, let us know below.

Respondents	Raw Responses
1	Thank you for all the work you do, much of it behind the scene. It is appreciated, but not enough!
2	Okay.
3	Having a clear follow up to the public about how this feedback was integrated into the budget and plans would be helpful and show how the Trust is listening to constituents and making real adjustments to reflect priorities. Please do so.
4	Serious thought needs to be given to protecting th northern gulf islands. A larger Islands Turst or parallel organization (with better First Nationa role) could serve those island needs well.
5	Yes. I have a personal policy about taking surveys. I must have a record of my responses, or I will not take the survey. I made an exception for this one because I think the I. Trust is important to the quality of my life living on Bowen Island. So, YOU have a record of me and my thoughts. I don't. Sometimes I make screen shots of all of my responses. This dopy format, with the blue backdrop with white lettering, and the obnoxious 'OK' buttons made that awkward, so I was not taking screenshots. Also, I don't really want my response to be anonymous. I'd be happy to tell you who I am. Probably, by my comments, [redacted] can guess who I am.
6	I greatly value the Islands Trust and would like Bowen Islanders to better understand the important role of the trust in our community. I would like to see the Trust have more authority over our local issues.
7	You are going to get a bunch of letters from grumpy old men objecting to Bowen being part of the Islands Trust. Please know that many of us support the trust and think it is essential that we remain a part of it. We need your help to preserve and protect more than ever!
8	More education and outreach in community ...so many newcomers and even long time residents have a very poor understanding of what the LTC and the Trust is and does.
9	please publish the result of the survey
10	Keep up the good work! Publish the result of the survey in the local papers and online.
11	Question 11 seemed to have the < and> signs backward; I would say majority.. 50%. Also I didn’t understand question 14, since I don’t know what sponsored means. Thanks for doing a survey.
12	Applications should be consistent with the local OCP. There needs to be a way for the Local Trust Committee's to voice their opinions as to whether or not the applications are compliant. These decisions should not be made solely by the planners. Applications that are inconsistent with local OCP's should be referred to local OCP review committee's.

On the budget no. But a general comment:
One condition of Bowen Island becoming a municipality was that we would stay in the IT. Don’t let a few self serving individuals deter you from that commitment.

13 This budget is shocking!!!

14 thanks for asking

15 Thanks for being there for us when BC Timber Sales threatened logging. We'll need your help again, I'm sure.

16 Thank You Islands Trust for the good work that you do.

17 There are approximately 25,000 people in the Trust area. Please ensure that the very small numbers of people in this demographic who are land developers don't take the lion's share of Trust resources (including planner and legal services) without paying for that privilege. Equally, please re-focus resources to community needs in this time of challenging climate change. Thank you

18 For the future health of these islands we need to spend more time addressing the long term essentials: less consumption of carbon, local food sustainability, water protection and increasing energy efficiency

19 I find that 'preserve and protect' is not taken seriously enough by a number of trustees or seems lip-service only. Climate change must rise to the top consideration in everything that the Trust does. Paving the way and working on behalf of developers should fade into the background, and not be done on the public purse.

20 I think there needs to be a serious re-thinking of how Planning occurs. Over the years it seems apparent that trust planners are working for the developers rather than focussing on ensuring adherence to community plans. A different system, whereby developers hire their own planners and the trust planners review those plans to ensure adherence to community plans would free up planners time to work for the whole community rather than developers and would eliminate the obvious conflict of interest

21 I would appreciate an explanation of why the tax rate for islanders from Bowen has increased so much more than that of other islands. I don't necessarily object, but I would like to know the rationale.

22 Go Islands Trust!

23 Useful forum - felt I was able to articulate my views within its framework. Excited by the new trustees and the better relationship with the RDN

24 The Island's Trust was created by the government and should be funded by the government. If they want more planners and inspectors, the government should pay for it. I do support funding for local Island's Trust representatives, who have the inside knowledge of their island's needs and concerns of their citizens. Again, move the Island's Trust to one of the islands (not Vancouver Island!). It is important to be a part of the communities you are representing.

25

26	The Islands Trust Counsil should keep in mind that the Islands Trust is the planning and development authority for the area. It should not be involved in issues that are outside their jurisdiction of planning and control of development. Matters such as Climate Change or other important topics are outside the objects set out in the Islands Trust Act and should not take up Trust revenues.
27	If you don't act on CC adaptation, your budget is useless
28	This survey was not only long but also difficult to understand. Therefore, I couldn't respond to everything.
29	There is a growing backlash on Bowen against the IT. There is a growing conversation about the benefits we receive vs. our $330K tax levy. $330 could go toward a health centre or our proposed community centre. I STRONGLY SUPPORT the 'preserve and protect' mission of IT. However, I see little evidence of its positive affect on BI. Last summer BI was placed into the BCTS sales inventory. Industrial logging on BI would be catastrophic on a number of levels. The IT's assistance was a letter...and I believe that is all. One letter is certainly not worth $330K. Let me reiterate: I STRONGLY SUPPORT IT's 'preserve and respect' mandate. I want to see more evidence of it. If not I need to question the value BI receives for its tax levy.
30	I was motivated to do the survey when I read the climate change activists clamouring for “action”. But what does one do on a small island? Hopefully not more regulations. As a practical person, I see that biking is dangerous and adds emmissions as cars decelerate and accelerate to accommodate cyclists. What about getting federal funding for a rudimentary bike path system? A path from Vesuvius to Ganges that doesn’t follow the road? Wider shoulders on key pinch points. This should be planned and built out over many years. Currently biking is too dangerous and unpleasant to be a viable alternative.
31	thank you
32	Thank you for giving me the opportunity to express my not-so-popular opinion so privately. I have been a homeowner for nine years, I’m now $31,000 in debt, and am now applying for jobs in Victoria and thinking of selling to cover my debts. I wish Salt Spring was more sustainable.
33	Stop raising taxes.
34	I really appreciate the views and perspectives of the new trustees. I hope their effectiveness is not hindered by having to address issues that are no longer the priority.
35	Reduce funding, reduce staff.
36	I would be in favour of Bowen Island withdrawing from the Islands Trust
37	Really needs to shift to a more innovative land use planning service delivery model to allow professional resources to shift to dormant and important priorities like marine protection.
38	I hope that getting the survey -- although very long and frustrating in some places because of the limited yes/no forced choice format -- has been an effective tool of engagement. That's so important and not happening as well as it could now.

Please make operations more economical, more accessible office location,
39 don't let the geeks talk you into expensive website updates.

40 Thank-you for your work.

Rainy day fund set aside for emergent climate disruption issues that arise as time goes on as there msy be several things that are coming up the pipe that we don't necessarily forsee. Sort of like an emergency fund. The budget
41 should allow for this.

The climate crisis is real and it is impacting the Trust area already, most recently from the December 20, 2018 windstorm. Business as usual must not be accepted. We need strong, positive actions by all levels of government to avoid catastrophic devastation of the environment and habitation in the Islands and, indeed, of the planet. The Islands Trust can be a leader if it chooses.
PS. Q 11 is confusing in that a majority answer is shown as <50% (i.e. less
42 than 50%)

I think all our governance institutions need to introduce an over-riding statement more or less as follows:
1. We are experiencing a global emergency
2. This requires that all governments and governance agencies review their
43 OCPs, decisions, and regulations to bring them in line with this emergency.

Lawn bowling. This is an activity which encourages the tempo and life style
44 the Trust has been designated to support. The Islands need lawn bowling.

There is TOOO LITTLE funding alloted to the MOST pressing issue which is the environment and climate change adaptation. Who cares about developing more houses, creating more wealth when we are overheating, super freezing, breathing smoke, lousy or even lacking freshwater and our foreshore is collapsing??!!! Get going NOW. NO SUBDIVISIONS, NO TREE LOSS, GET OFF OIL, BUILD CISTERNS. Drive with the high beams focussed on
45 the future before we crash! (Thank you for a well constructed survey).

46 Thank you

There is absolutely nothing in this survey that makes me reconsider the strong desire for Bowen Island to leave the Islands Trust. Not only do we pay the Islands Trust over $300 k, we still pay for our own Planning, Bylaw, etc. Exactly what does Bowen get for $300 kept year from the Islands Trust? Bowen could certainly use that expenditure to fund the Capital and operating and not have to increase taxes quite so much. Or better yet; apply it towards an on-island composting initiative to help reduce our fees for green/organics
47 waste.

Consider having more than 2 Island Trustees to speed up the processing of
48 requests.

It would be more helpful if the proposed budget expenses were compared with and calculated from the previous year's actual expenditures rather than
49 that year's proposed budget expenses.

50	i would like to see more information about expenditures so that there is a basis for informed comment. better reporting required. also the budget should not be relying on infusions from retained surplus - it should be taxing and applying fees to meet costs
51	Islands Trust should spend the money in the communities where they earn it not Victoria.
52	Not sure why climate change was not a bigger issue
53	I think the Trust should not be spend more time 'doing', and less time talking and consulting and making large reports that say the same thing over and over. Maybe put that time and energy into things that will benefit the island's and keep them from becoming ghost islands as the population ages.
54	Change your accounting system to actually reflect what you are spending year to year. Compare actual expenditures, not 'proposed expenditures' to the next year's proposed budget. Limit increases to average general increases by other governments.
55	An annual Town Hall meeting on the Trust budget is very much desired.
56	I hope some part if the budget can go towards (a study on the feasibility of) the IT having a say again on the amount of trees people can chop down on their property. I can't grasp why there seem to be no rules concerning this, I find it shocking.
57	thanks!
58	Thank you for this opportunity to participate.
59	Increase focus on preparing for climate devastation - proactive wildfire risk reduction, TREE PLANTING PROGRAM!!!, increased bicycle infrastructure, limits on tree removal, less focus on development for profit/second home
60	Please recognize the absolute need for us to be totally involved with coping to our climate change and its ramifications.
61	Please use all of the budget to make decisions which will help reduce the effects of climate change - the number 1 problem in the world.
62	Thank you for asking for my input. Good luck!
63	thank you for all your hard work taking care of our islands
64	Thank you for offering this survey. ATTEND TO THE CLIMATE CHANGE CRISIS!!
65	I feel discouraged that there is such a minute allocation of funding towards climate change mitigation and that the incredible amount of work done with the OCP feels as though fell on deaf ears
66	you have to not think that you are in a business as usual situation we need to act - preserve and protect for real
67	Climate Change is the #1 priority. Please take effective and immediate action.

68	The climate emergency demands recognition and leadership from Islands Trust Council, and the allocation of resources. If funds are not allocated in the budget, work cannot be undertaken. To plan and implement land use changes takes years, which is why it is critical that all land use decisions and policies are viewed through a consistent climate-change lens, starting now. The good work undertaken by the Islands Trust and the Islands Trust Conservancy on freshwater resources, land stewardship, advocacy, and other areas is important but NOT SUFFICIENT.
69	As you have stated over and over in the survey.... Bowen Island receives less services from The Trust yet our levy has gone up 11% more than every other member community. This is totally unacceptable and deems a total re-jigging of the formula. Because we live beside one of the world's most expensive cities, our property values have increased.... has NOTHING to do with The Trust and is totally unfair to our island taxpayers. Without some adjustment, be prepared for a major initiative to remove Bowen Island totally from The Trust. Pay double for services can no longer be tolerated by taxpayers.
70	I only wish the Islands Trust had more power to protect us from the threats of increased shipping in the Salish Sea, oil spills and the like.
71	I really like the way this questionnaire is presented with pertinent information summarized to better inform answers and links e.g. strategic plan, where necessary.
72	The problem with all budget evaluation is that it is full of intention and not easy to gauge value for money on the basis of past results. For instance, how successful are the plans, how well do staff perform against objectives, what are the problems and issues with strategies? I find myself left to my own experience or knowledge which is limited. I would say the only [art of the proposals in the budget where I could judge the value (apart from obvious ones such as protection of the environment) was the graph of complaints. The gave me some idea of the scale of the problem and the effectiveness of the current policy.
73	A budget for examining a new foundational mission for the 21st century would be good.
74	I am happy that this survey was shared on social media (Facebook)!
75	The Trust HAS done a good job in the past but it seems to be getting increasingly out of touch with TODAY's problems.
76	The amount of tax dollars devoted to the Planning Department indicates an imbalance of priorities. Growth of human population and smaller lot sizes ought not be the goal of the Trust nor can this strategy support the mandate if extrapolated.
77	Budget increases really need a better reason than growing the bureacracy. Despite the proposed increases, you still intend to burn some of the surplus ... this isn't sustainable.
78	There was no actual questions in regards to the budget and what money has been allocated to. We just needing to hit ok and the budget is supposed to be "accepted". no questions asked. WE HAVE NO WAY TO GIVE FEEDBACK ABOUT THE BUDGET!

79	Just wanting to note that I am a local trustee, in case that means you weight my response differently. I figure I am also a resident and voter, and also i wanted to do the survey so i can talk to residents about it.
80	As pressures increase from outside the trust area, monitoring, advocacy, and activism by the trust and our trustees are becoming an increasingly necessary part of the mandate. Funding for such work must be included.

Islands Trust 2019-2020 Budget Proposal

Comments Received from the Public to Midnight February 11, 2019

For distribution to Financial Planning Committee (February 20, 2019 meeting) and Trust Council (March 14, 2019 meeting)

Thirty-six comments were received by email, 178 surveys taken. There were no handwritten comments received. All personal information (eg. address, email address, phone number) was removed from the attached. Where the commenter's island was known, it was added. Capitalization and spelling have been retained as received.

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1. **From:** "K O'Neil" >
   To: "Michael Kaile" <mkaile@islandstrust.bc.ca>
   Sent: Thursday, January 31, 2019 8:56:51 PM
   Subject: Re: FOR THOSE WHO CARE ABOUT THE ANNUAL ISLANDS TRUST REQUISITION FOR BOWEN. Annual budget consultation process launched

Hello Michael,

I'd like to add another perspective re monies spent from our limited coffers. Every year Caring Circle and many other organizations apply for a Community Grant. There is about $140,000.00 in this bucket and it has to be spread across a wide spectrum of non-profits depending on these funds for their existence. Almost $83,000.00 of that total is allocated to "Core Grants" to the Museum and Archives and the Arts Council. That leaves $57,000 for all the other non-profit groups who are doing the work that immeasurably enriches our community and we compete for those funds. So last year that $57,000 was allocated to:

Caring Circle
Community School Association
Family Place
Health Centre Foundation
Heritage Group
Community Lunch Program
Snug Cove House
TirNaNog
Gymnastics
Library Society
Animal Welfare Group
Housing Society

As a past Chair of the BIM Granting Committee suggested... BIM should consider increasing this bucket of money as the competition for these funds is difficult for the Granting Committee with such limited funds and there are so many worthwhile applications. But our municipal budget can't afford to increase these grant monies. Imagine what work could be accomplished on Bowen through the non-profit sector, with most of the work being done by volunteers, if we had even another $25,000 to add to these grants. Given how strapped we are as a municipality is there a better formula for determining the fees we pay to the Trust that allows us to benefit from our membership but in a way that isn't so punitive?

Colleen O'Neil
Program Director of Caring Circle Health & Wellness Society
Vice Chair of Bowen Island Health Centre Foundation
Bowen Island V0N 1G2

2. **From:** ROBERT MOLES >
   Date: January 30, 2019 at 8:04:57 AM GMT+5:30
   To: Michael Kaile <mkaile@islandstrust.bc.ca>
   Cc: pgrove@islandstrust.bc.ca, pluckham@islandstrust.bc.ca
   Subject: Re: FOR THOSE WHO CARE ABOUT THE ANNUAL ISLANDS TRUST REQUISITION FOR BOWEN. Annual budget consultation process launched

Hi Michael?
Thank you for your email re: Island Trust.

As a Bowen Island resident and property tax payer, I do not support Bowen Island's annual contribution to the Island Trust or indeed this proposed increase in trust fees.

I fail to see any value at all to Bowen Island for the huge amount of money that is handed over each year to the trust.

Please accept this email as a formal objection to Bowen Island subscribing to Island Trust.

Sincerely,

Robert Moles

3.
   On Jan 28, 2019, at 8:36 AM, Adam Holbrook < > wrote:

In the past, the Islands Trust had a role to play in the governance of the province by protecting the interests of small island communities in the Georgia Strait, particularly when it came to planning and land use. This is still the case for the smaller islands, but for Bowen, which is a municipality in its own right, this is no longer so. BIM has the capacity and responsibility for planning and land use, and has had this for several years.

Bowen is, of course, part of Metro Vancouver, but for various practical reasons such as transportation and garbage disposal. Besides Bowen Islanders have immediate interests off-island in the regional management of transportation since we all use both Translink and the main roads and bridges that are the responsibility of Translink and ultimately, Metro Vancouver.

The Islands Trust gives us nothing for our payments to them. It has failed in the past to provide timely interventions against mining and forestry proposals on the island. Now it acts more as a "colonial office" for the provincial government, keeping the "natives" in line.

Council should summon senior officials of the Trust to come to Bowen and, as well as presenting their case for continued funding to Council, make the same case in a public meeting, at a time and place convenient to Bowen Islanders (and not, as BC Ferries frequently does, hold meetings in the middle of the day, at Horseshoe Bay, for the convenience of their officials!)

In addition, Council should hold any payments to the Trust, not just the increase, in abeyance. Perhaps they should be put into a trust account (at the First Credit Union?) until all Bowen residents have a better understanding, and feeling for, what the Trust provides. Then, and only then, Bowen Islanders should vote on whether we wish to continue to be part of the Trust.

Adam Holbrook

J. Adam Holbrook, P.Eng.,
Associate Director and Adjunct Professor,
Centre for Policy Research on Science and Technology,
Simon Fraser University,
Vancouver, BC, Canada,

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4. **From:** "Colin Forbes" < >
   Date: January 25, 2019 at 11:35:57 PM GMT+5:30
   To: <mkaile@islandstrust.bc.ca>
   Subject: RE: FOR THOSE WHO CARE ABOUT THE ANNUAL ISLANDS TRUST REQUISITION FOR BOWEN. Annual budget consultation process launched

Hello Michael

Thank you for bringing this shocking 13% 2019 Inlands Trust increase to my notice. This you say was on top of a "staggering" increase the previous year. What justification can there be for this? Totally out of line with inflation norms.

I have never understood what the Island Trust was about and have seen no visible benefits from their services on Bowen.

I followed Alison's lead to the Island Trusts website and 2019/20 budget. Was surprised to see a $7.6 million budget - a sizable government department. What stood out was the $5.6 million "Salaries, Benefits and Remuneration" amount. That's a lot of bodies!

I see it is set up under the Island Trust Act and while it has noble ideals it is a fairly large and sophisticated (read complex & bureaucratic) organization. It wasn't clear to me from my cursory look at how the Bowen $338,000 charge was calculated. My point is trying to deal with them or argue with them on the unreasonableness of their charge will be a typical government uphill battle.

No matter reading the responses to your email the arguments put forward and the questioning of the costs/benefits of the Island Trust to our island to me are sound and solid and I go along with any initiative to challenge the charge and also with the sentiment to withdraw from the Island Trust. As has been said the $300,000 plus pa could be most beneficially used towards our islands real needs.

Let me know - apart from expressing my dissent direct to the names you provided and in the I T Budget Survey - whether there is anything else I can do on this matter.

Enjoy your travels

Colin

5. **From:** Soren Hammerberg
   Date: January 25, 2019 at 11:32:23 PM GMT+5:30
   To: mkaile@islandstrust.bc.ca
   Subject: Bowen Island Municipality Cost Recovery Islands Trust Draft 2019/20 Budget

We were in process of drafting our own letter of support for review of the proposed increases relating to Bowen Island's contribution to the Islands Trust, when we received the excellent summary of Steve Hoffar. We wholly endorse and support the points raised in Mr Hoffar's letter.

Best,

Soren and Elizabeth Hammerberg
Bowen Island BC. V0N 1G 2

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6. Michael Kaile

Municipal Councillor, Bowen Island
Municipal Trustee, Islands Trust ,

I am writing to you in response to reviewing the proposed Islands Trust Draft budget for 2019/20 in which there is a proposed increase of $38,725 (13%) for a total
tax contribution by the Bowen Island Municipality of $332,658.
I have reviewed the line items for expenditures in the budget but it is difficult to tell the reasonableness for each expense in relation to the total expenditures of
$7,881,911 and where possible cost reductions could be made. This is something you could possibly raise with the Islands Trust administrative personnel. Also taking money from the Surplus Fund to help balance the budget does not seem like a solution as the fund appears to now be depleted.

My other concerns are as follows:

1. Now that Bowen Island is a fully functioning municipality with all the staff resources available to mange the islands affairs, are we paying for a duplication
of services by continuing to be part of the Islands Trust governance?

2. If we are to continue for the present time as part of the Islands Trust can a more equitable formula for our annual contribution be developed by making amendments to the Islands Trust Act Part 7 - Recovery of Costs Section 47 (1) which appears to be calculated by a prescribed percentage (?) of the total assessed value of all properties within the municipality. With Bowen Islands proximity to the municipality of West Vancouver and the City of Vancouver, we have experienced dramatic
increases in property values. Basing our contribution to the Islands Trust on these inflated values has no relation to the services we receive from the Islands Trust.
Please see if some better formula can be put in place to more accurately reflect the cost of whatever services we actually receive.

Thank you for your efforts in raising the above with Islands Trust,

Steve Hoffar
Bowen Island, B.C. V0N 1G1

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7. **From:** Gayle Stevenson
Sent: Friday, January 25, 2019 10:28 AM
To: Michael Kaile <mkaile@islandstrust.bc.ca>;
Cc: Peter Grove <pgrove@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>
Subject: Bowen Island Assessment - Islands Trust

Michael Kaile
Municipal Councillor, Bowen Island
Municipal Trustee, Islands Trust

Dear Councillor Kaile:

Thank you for inviting community feedback to the latest annual dues increase imposed on Bowen Island taxpayers as a result of our membership in the Islands Trust. I predict you will receive a wave of negative responses from Bowen residents, who are becoming aware that our taxpayers are bearing the full burden of overhead and operating costs of this organization, while receiving little tangible benefit in return.

Bowen has immediate needs for a local medical clinic, a new firehall and a community centre – all of which require start-up and long-term funding. The $330 M per annum required to support this bureaucracy must be allocated to our own critical requirements.

Unless the Islands Trust can offer a revised funding formula, reducing our obligation by 90%, Bowen Council should initiate the most inexpensive and expeditious means of withdrawal from membership. Thank you for considering this suggestion.

Sincerely,

Gayle Stevenson, Bowen Island BC

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8. **From:** john lawrence
Sent: Thursday, January 24, 2019 1:18 PM
To: Michael Kaile <mkaile@islandstrust.bc.ca>;
Subject: Re: FOR THOSE WHO CARE ABOUT THE ANNUAL ISLANDS TRUST REQUISITION FOR BOWEN. Annual budget consultation process launched

Hi Michael
It looks as if there is a groundswell of support on Bowen for a thorough cost-benefit review of our membership in Islands' Trust. People have been grumbling about this for years. I don't think there's anything new here, only the level of resentment. Other writers have suggested various mechanisms for disengagement but if our reps were to provide an analysis of the pros and cons first then we would have more convincing grounds to initiate a withdrawal process.
Like Soren, I believe that as a Municipality', we have better ways to spend $350,000.

Cheers John Lawrence

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9. On Thu, 24 Jan 2019, at 9:05 AM, Christopher T. Hall wrote:

Thanks for this Michael.

Is it time for a more fundamental review and public dialogue regarding our position with respect to Islands trust, beyond just questioning our allocation of expenses?

Is the perception that we are not receiving anywhere close to value for our contribution generally agreed among informed members of the electorate, and by members of Council? Has anyone attempted to quantify benefits vs. costs as currently perceived?

I assume it's accurate that there's no appeal to Islands Trust decisions with respect to Bowen. Assuming puplic support after a plebiscite of some sort, would there be a framework available within which Council could mount legal challenge to our status and attempt to opt out? Would council vote to obtain legal council on such considerations at this time?

If not it might be a non-starter. If so, even then, is there the will?

I actually don't know the answer to any of these questions, so pardon my ignorance if it's all common knowledge.

Thanks again.

Chris Hall
Bowen Island, BC Canada

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10. On Jan 24, 2019, at 7:24 AM, Haig Farris < > wrote:

This is very undemocratic. I don't believe the islands trust has a role to play on Bowen. We are totally capable of governing ourselves .
What is not clear is what the Trust does that benefits Bowen and what is the admin cost to run the Trust. I suspect bureaucrats soak up most of the budget.

Haig Farris

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11. **From:** Jeanie Seward-Magee <
    Sent: Thursday, January 24, 2019 5:39 PM
    To: Peter Grove <pgrove@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>

Subject: Re: FOR THOSE WHO CARE ABOUT THE ANNUAL ISLANDS TRUST REQUISITION FOR BOWEN. Annual budget consultation process launched

Dear Michael, neighbours and friends on Bowen Island,

I am cc-ing the following people as requested by Michael, could others please do the same if they didn't do so?

pgrove@islandstrust.bc.ca chair of the Financial Planning Committee
and the Trust Chair pluckham@islandstrust.bc.ca

I have a few very simple questions......because I really don't understand what benefits Bowen Island actually gets from being a member of the BC Island Trust. SO.....

Why is Bowen Island a member of the BC Islands Trust and is there any reason why we just can't leave it?

What actual benefits does Bowen Island get in return for its very large contribution of $332,658 which is proposed for 2018?

We already have an expensive Bowen Island Municipality to run and maintain and we are struggling to build our own Health Centre. We have a planning department and are very conscious environmentally and commercially of Bowen Island's growth. So why do we stay????? Why do we not leave?????

In one breath, my life changed forever.

In Gratitude for the love of family and friends,
Jeanie Seward-Magee

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12. **From:** Steve Mitchell
To: Budget <budget@islandstrust.bc.ca>
Cc: Michael Kaile <mkaile@islandstrust.bc.ca>; Peter Grove <pgrove@islandstrust.bc.ca>; Peter Luckham <pluckham@islandstrust.bc.ca>
Subject: Bowen Island assessment increase

Dear Islands Trust,

Bowen Island currently faces a number of major capital demands -- including a community centre, a water treatment plant, and a health centre, to name a few -- on a limited revenue base (whether from property taxes or individual donations to priority projects).

As a result, people on Bowen today have a highly acute and critical sense of where our dollars are going and the value we derive from these investments. Many are seriously questioning what real value this island, as a self-governing municipality, derives from our annual contribution to the Islands Trust, and wondering if that contribution might better address the immediate priorities we face here on Bowen.

The proposed 13% increase in our Islands Trust assessment is excessive and indeed "a poke in the eye" for Bowen that will only exacerbate popular discontent with the current arrangement.

Regards,

S. Mitchell, Bowen Island

13.
From: ERIK ANDERSEN
Sent: Sunday, February 10, 2019 1:37 PM
To: information

Subject: RDN 2019 budget year

Dear Islands Trust;

Gabriola Island Ratepayers wish to reflect the observations and ideas recently volunteered by community members.

First off it is appreciated that the Islands Trust annual spending has been almost in accord with the official rate of inflation in Canada. By extension that means you have not been seeking more than what many citizens have had by way of increases of their incomes. It is an affordable issue.

In our discussion it was observed that there are only a few examples of communities of interest between the respective Islands in the Trust. The most important common interest we share is that we are all in the Gulf of Georgia. That means that there is a shared interest in the health of our sea and that we all rely upon BC Ferries for our principle transportation. These could be where the Trust should give focus for its work plan. There is a third shared issue and that is the need for evacuation by water in the event of fire or any other emergency.
It was therefor suggested that a focus be given to the establishment of several public , robust boat launching sites on each Island. We have had evidence that travel about each Island can be quickly compromised as it was in the recent wind event.

This could be a worthy investment for the new federal bank for infrastructure development.

It was also noted that when we have local control of any socially desirable project, it is done quickly and less expensively.

Sincerely
Erik Andersen Gabriola Island Ratepayers

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14. **From:** Kjell Liem >
    Sent: Tuesday, February 12, 2019 2:34 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: Budget issue -no recognition of Climate emergency in funding plans

Dear Islands Trust,

I am writing to express my deep concern about the glaring hole in the 2019-2020 budget for funding to respond to the climate crisis. It is really hard to fathom that there could be such an oversight on the heels of the extreme weather events and massive infrastructure disruption experienced in the gulf islands this winter.

I ask why there are no provisions for discretionary funds for local climate action planning work, no plans to have staff time dedicated to this. The latter point is disheartening since I have repeatedly pointed out that the province will fund 50% of staff time for this through BC Hydro's Community Energy Manager program. My local Trustee Peter Grove will have an email in his inbox from me on the funding.

Many other local governments are declaring this time to be a climate emergency. But the Islands Trust council is neglecting to show leadership on this in it's budget priorities. In order to effectively fulfill the mandate of "Preserve and Protect" it's time for the Trust to all declare a "Climate Emergency" and take real budgeted action for the appropriate planning land use changes needed.

Best Regards,
Kjell Liem
Saltspring Island

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15. **From:** Peter Frinton >
    Sent: Tuesday, February 12, 2019 1:16 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: Budget

Seems I missed the survey deadline. For those that rail against our Trust contributions, I suggest they look at it through the lens of ad valorem taxes paid for municipal operations. If apportioned as parcel taxes, we would all pay the same, but for most of us not living on high valued properties, much more than now. The same applies to the Trust- we on Bowen pay more because our properties are valued higher. A better metric is to ensure we pay only for those services received, and a checklist was developed almost 20 years ago by Alison Morse to ensure that was so. Refinement and adherence to the list makes that 'fair', even though Bowen clearly does not get good value for money on the basis of annual services. However, relative to the value of Fairy Fen, Singing Woods and other Trust owned/managed properties, and the overall benefit of a 'preserve and protect' mandate, Bowen is lucky to come under the I.T. umbrella.

Peter Frinton
Specialty Cruise/Luxury Coordinator-CruisePlus Management Ltd
Retired Local/Regional politician
Chair-Sea-to-Sky Clean Air Society

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16. **From:** N POOLE
    Sent: Monday, February 11, 2019 10:06 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: comments on budget and IT

Hello

I am a Bowen Island resident and a former Islands Trustee and municipal councillor (2008 to 11). As a former trustee, I am very aware of what a valuable organization the trust is. I believe that the tax increase for BIM is warranted given the benefits we receive from being a member of the Islands Trust.

Belonging to a larger federation makes our voices so much stronger when it comes to lobbying for things like money for derelict vessels cleanup, monitoring oil tankers, environmental protection and many other issues. As a single entity, with only a population of 3800, BIM does not have near the clout that the larger Islands Trust federation has when it comes to influencing either provincial or federal government decisions. We benefit greatly from the policy and advocacy work of the Islands Trust in a number of areas.

Even though we are the only island municipality, we are still subject to the "preserve and protect" mandate of the Islands Trust Act. As such, any decisions made by our local council must be considered in light of this mandate. Our island municipality benefits from this oversight by the Islands Trust, whether it is the approval required for any amendments to our Official Community Plan or for reviews and feedback on our bylaws.

Our municipality has also benefitted and continues to benefit from the mapping initiatives done by the Islands Trust, with the eel grass mapping project as an example. Again, as a small island municipality, we do not have the same resources to apply to these initiatives and to ensure that we have the necessary tools so that decisions on our island are made with full consideration of the environmental impact.

We also benefit from the connections with the other islands in the Islands Trust, by learning about how they have tackled problems and discovering new ways to address issues that are of concern in our community, e.g. affordable housing policies, short term rental concerns, etc.

As a member of the Islands Trust, we receive all the benefits from our connection to the Islands Trust Fund, now the IT Conservancy. Bowen Island now has access to the Natural Areas Protection Tax Exemption Program, which is a tool that is the envy of many small municipalities who wish to be able to ensure conservation of special areas that are held by private landowners. The ITC provides our island with opportunities to access this program and as well, with information about other covenanting processes and eco-gifting to further protect special areas on our islands.

Please continue the good work!

Yours truly,

Nerys Poole
Bowen Island V0N 1G1

17.

From: Tamsin Miley
Sent: Monday, February 11, 2019 5:08 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Feedback on the Islands Trust budget

Dear Members of the Islands Trust Council,

Thank you for inviting comments on the draft 2019/2020 budget. I have already completed the online budget survey and would like to add the following remarks.

I appreciate Bowen Island being part of the Islands Trust and have no wish to withdraw from the Trust, as some of my neighbours on Bowen are venturing. I feel that our voice in provincial affairs and further afield is much stronger and better informed as part of the Trust than if Bowen were somehow to opt out of the Islands Trust. Bowen is a “minnow” with respect to Metro Vancouver, the other “club” to which Bowen belongs; I believe we are among friends as part of the unique federation of islands in the Salish Sea comprising the Islands Trust.

In particular, I value the Islands Trust’s mapping expertise (and the MapIT tool), its advocacy on behalf of all Bowen Islanders when BC Timber Sales threatened logging 18 months ago, and its advocacy on marine issues such as oil spills, a range of environmental preservation measures and on climate change. I also appreciate Islands Trust support for nature reserves on Bowen such as Fairy Fen.

The proposed budget satisfies my expectation. Please carry on!

Many thanks,

Tamsin Miley
Bowen Island, BC V0N 1G2

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18. **From:** Dave Pollard < >
Sent: Monday, February 11, 2019 4:41 PM
To: Budget <budget@islandstrust.bc.ca>
Subject: Bowen Island and Islands Trust

I am a strong supporter of the Islands Trust and a Bowen Island resident. I recently completed your budget survey. I was astonished that the 13% increase for Bowen (vs 2% for other islands) is just trotted out with no justification for the increase given. This is just shooting ourselves in the foot — giving the development interests who want the Islands Trust out of their way ammunition for withdrawing Bowen from the Trust. What in the world were you thinking of?

Dave Pollard
Bowen Island

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19. **From:** Graham Brazier
    Sent: Monday, February 11, 2019 4:18 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: Budget Coments from GIA

Dear Trustees,

We at the Gulf Islands Alliance feel that the news about the climate emergency is so dire that there is a danger that some people will feel our efforts can no longer make any difference. But scientists are telling us that is not the case, that there is much more that needs doing. Indeed, so much needs to be done that we cannot expect to protect what we love without extraordinary measures and we note that your budget fails to acknowledge this fact.

We, therefore, urge you to set aside resources for ensuring that all decisions, including land-use decisions are made with the climate emergency in mind. Not only must these decisions help prevent GHG emissions, they need to take into account the effects of climate change, such as extreme weather and rising sea levels.

Sincerely,
Graham Brazier.
on behalf of the Gulf Islands Alliance

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20. From: Louise Loik
    Sent: Monday, February 11, 2019 2:32 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: Bowen Island

Hi,
I want to show my support for the continued good work of Islands Trust on behalf of Bowen Island. It's particularly important to have access the shared resources that help islands face the environmental challenges now and in the future.

Thank you,

Best Regards

Louise Loik

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21. **From:** Cro and Sue
    Sent: Monday, February 11, 2019 12:37 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: 2019 Bowen Assessment

As a previous Councillor (2008-14) I always supported the Islands Trust concept in principle despite the fact that the services Bowen Island Municipality might require from the Islands Trust are already being delivered and paid for by our taxpayers. At your proposed increase for 2019, it's clear that supporting the Islands Trust is a luxury that Bowen Island cannot afford! When compared to the $100119 we paid to Metro Vancouver last year, your proposed $332,658 is completely unaffordable. For what we pay MV we at least have access to garbage tipping and year round maintenance of our trails and parks in the Snug Cove area.

Our taxpayers are already at the tipping point and I fear that unless you come up with a greatly reduced assessment going forward, there will be overwhelming assent on Bowen to disconnect ourselves from the Trust.

Crozier W. Lucas
Bowen Island, BC

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22. From: John Sbragia
    Sent: Monday, February 11, 2019 7:39 AM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: Islands Trust 2019/2020 budget

February 11, 2019
To: Islands Trust Council
Re: Islands Trust 2019/2020 budget

As a property owner on Bowen Island since 1975, I express my support for the 2019/2020 budget, and my strong on-going support for the Islands Trust and its vital mandate to preserve and protect the unique amenities of the islands and their marine environment within the Trust.

I believe it is critical for islanders to contribute their tax dollars towards the continuing role of the Islands Trust as the process of doing so not only sustains and ensures the continuation of their island way of life but benefits our province, our nation and the world in which we live.

In many ways, the existence of the Islands Trust provides an example for the world which is a beacon of stewardship and hope for the common good of humanity - as opposed to the subjugation of that common good by vested private interests with narrow and often self-serving agendas which fail to provide balanced, sustainable and comprehensive development.

Now, more than ever, when so many of those agendas have brought our world to alarming levels of environmental degradation, it is imperative that islanders support an organization such as the Islands Trust - both politically and financially. The failure to do so, I believe, is an unfortunate expression of shortsightedness.

Given the strong support for the Islands Trust which has always been expressed by Bowen Island Trustee (and executive committee member) Sue Ellen Fast, and the fact that she was only 38 votes shy of topping the poll on the island (2018 municipal elections), the Islands Trust Council can rest assured that it is well supported in its role by Bowen Islanders.

John Sbragia
Bowen Island, B.C

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23. **From:** Mark Edmonds < >
    Sent: Sunday, February 10, 2019 8:35 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: Support for the proposed Islands Trust budget

I support the proposed Islands Trust budget, including the increase for Bowen Island. I am a resident of Bowen Island.

My hope is that the funds will increase the opportunity to conserve lands on Bowen through the Islands Trust Conservancy, lead to increased mapping of terrestrial and marine environments on and around the island, provide better education and expansion of the NAPTEP, and provide support for Bowen to enforce it's bylaws.

Thank you for the good you do,

Mark Edmonds
Bowen Island, BC

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24. **From:** Chuck H <
    Sent: Saturday, February 9, 2019 7:53 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: budget input

Hello: I think Trust Council should be lobbying for more provincial gov't money for Trust . It is not right that local tax money should be supporting the Trust when the Trust is there for all B.C. residents. Furthermore,as some wise person stated taxes are the price we pay for civilization and we should not begrudge them for all the benefits a civilized society enjoys, such as health care , child care, parks, etc. Don't feel guilty about raising taxes.

Cheers,
Chuck Harris Pender Island

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25. From: wrslater >
    Sent: Friday, February 8, 2019 2:32 PM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: Denman Island Green Cemetery

It is my opinion that I believe maybe shared by many others that the green cemetery is a possitive asset to Denman Island and whether a person plans to use it or not (I personaly do not) it should be supported by general taxation of the land owners on Denman.

Sincerely
W.R.Slater 335-2372

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26. **From:** Paat & John < >
    Sent: Tuesday, February 5, 2019 1:06 PM
    To: Budget <budget@islandstrust.bc.ca>
    Cc: Paul Brent <
    Subject: 2019/2020 proposed budget

Dear Trust Council,

We are opposed to the proposed 2% increase in the 2019/2020 budget. As apparently $249,000.00 can easily come out of the General Revenue Surplus Fund this money needs to be used to reduce the suggested 2% increase. While there are some in the public who have an endless appetite for more services, your responsibility is to ensure the vast majority of us can actually pay the bills. There is a tremendous need to see that affordability can again become the normal when it comes to housing/property cost but the constant pressure from all sides for more and more carries with it the slow death of affordability.

A new position of "temporary Covenant Monitoring and Outreach Specialist" is a noble idea but creates a new cost not matched by the small number of Gulf Island taxpayers ability to pay. In reality, why is it that the preservation of Wetlands and Nature on the Gulf Islands must be paid by Gulf Islanders? While the properties may physically fall within the Gulf Islands they are for the benefit of ALL British Columbians and in fact the World. As such, this cost is the responsibility of the Provincial Government, not Islands Trust. While the Trust mandate is "to preserve and Protect" no where is there a mandate to fully pay thereby letting the Province off the hook. If this new position is needed then it is needed for all -not just the Gulf Islands. Trust Council needs to look hard at each budget line item. When exclusively for the Islands benefit and not being done by any other jurisdiction only then a cost may be justified.

Respectively submitted,

Pat and John Hutchinson
Saturna Island

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27. From: Murray Atherton < >
    Sent: Sunday, February 3, 2019 10:09 AM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: Fwd: Islands Trust Budget

> I am writing in complete dismay about a 13% increase of the IT Levy against Bowen Island. This results in an overall "donation" to the Trust of $330,000+ from our island.
>
> What is this based upon? Property Assessments! Nothing to do with the VALUE received from The Trust. Nothing to do with the services required from The Trust!
>
> Bowen Island is a Municipality! We have our own government. We have our own Planning Department. We have amazing individuals on the island who ensure WE 'preserve and protect'.
>
> Our island taxes are levied against a BUDGET that the Municipal Government develops with a work plan and the estimated costs are levied against those projects.
>
> IF Bowen Island is expected to continue to be apart of The Trust, we should be charged a levy based upon value received in the year prior with an anticipated increase in costs. NOT upon property values which has NOTHING to do with The Trust.

>
> I am encouraging the Bowen Island Municipality to conduct an island-wide referendum on whether we stay part of The Trust as we always have, to SERIOUSLY negotiate a Fee for Service agreement with The Trust OR to leave The Trust altogether and to utilize the $330,000+ for Bowen Island use… not to send off-shore with very limited return on our investment.
>
> > Murray Atherton
> > Bowen Island, BC V0N 1G1

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28. **From:** Edina Johnston
    Sent: Monday, January 28, 2019 11:03 AM
    To: Budget <budget@islandstrust.bc.ca>
    Subject: upcoming budget

Dear IT- re upcoming budget
I find it extremely frustrating that when no funds are allocated to an item is on the Priority List, then very little is accomplished (if anything at all) especially if near year end there are funds left over which could be used. More has to be done for the environment with the focus on- what's good for the island and the environment and not what's good for the province or federal interests.

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29. From: Barbara Wahler < >
    Sent: Friday, January 25, 2019 7:30 AM
    To: Budget <budget@islandstrust.bc.ca>

    Subject: Bowen Island

Dear Islands Trust,

With due respect, we are writing to strongly object to the proposed 13% increase in Bowen Islands contribution to the Trust.

We do not understand or accept the idea of Bowen facing an increase that is 11% more than all of the other islands.

In the twenty years that we have been Bowen residents, we have had cause to question our membership in the the Trust on several occasions.

Our personal experience in dealing with the trust has been extremely disappointing. In trying to resolve an issue regarding our own property, our first communication with your office was with a staff member who had no idea that Bowen was part of the Trust. In a second phone call we were told that you don’t really give much attention to Bowen Island issues since our becoming a municipality.

Frankly, we question the value in Bowen Island continuing it’s membership in the Trust at all.

Sincerely,

Barbara Wahler & Peter Baumgartner

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30. **From:** Douglas Rae < >
Date: January 27, 2019 at 11:26:19 PM GMT+5:30
To: mkaile@islandstrust.bc.ca
Subject: Islands Trust Budget 2019/2020

Islands Trust,
Victoria , BC

Attention: M Kaile, Trustee

Dear Trustees,

It is my understanding that the draft budget for 2019/2020 for the Islands Trust proposes to increase the contribution from Bowen Island by $38,725 or 13% for a total of $332,658. There are little or no details in support of this increase.

It is also my understanding that the monies for this increased funding is to come from the Surplus Fund in order to balance the budget. The Surplus Fund is at or near depletion.

The BC Government website describes the purpose of the Islands Trust is to “plan and regulate land use and development (which) includes developing official community plans, adopting zoning bylaws and issuing development permits.” Bowen Island Municipality performs all of these functions and it is redundant and not a good use of Bowen Island taxpayers’ monies to have the Islands Trust providing oversight for those same functions.

Furthermore, Bowen Island Municipality is also part of the Metro Vancouver Regional District which provides yet another level of government oversight including the care and maintenance of Killarney Lake Regional Park.

It is for these reasons I would ask that the proposed increase not be implemented; and that the Trustees conduct a thorough review of the proposed budget in order to reduce the cost to Bowen Island. These monies can be better spent elsewhere by Bowen Island Municipality on behalf of its residents.

Respectfully submitted,

Douglas Rae, QC

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31. **From:** Brian Hodgins < >
Date: January 28, 2019 at 2:22:13 AM GMT+5:30
To: Michael Kaile < >, pgrove@islandstrust.bc.ca
Subject: Trust budget

Thank you for the opportunity to respond.
I am opposed to the large sum of money needing to be raised on Bowen Island under this plan.
The Trust has had, historically, a usefulness to Bowen. However, since becoming a municipality, we have assembled on Bowen an effective, on island municipal staff of planners, inspectors, etc, as well as a respected, high functioning Council.. We also have a ferocious, avid collection of preservers and protectors called the voters!
In that regard the Islands Trust can take many bows for helping embed in our community a deep commitment the values contained in the Trust mission statement.
From that point of view, the Trust, like a parent whose children were well brought up, should be looking at easing back, not revving up, its involvement in this well functioning community.

At a time when our Municipal government is functioning well on Bowen, for the Trust to ask for more money from us, as though we require more oversight, is disrespectful.
Please find some way to honour us as a successful, autonomous community within the Trust. A significant reduction in the proposed huge increase in tax to be raised on Bowen would be an excellent start

Brian Hodgins

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32. **From:** Noah Pryce-Jones < >
    Date: January 25, 2019 at 9:17:06 AM GMT+5:30
    To: Michael Kaile <mkaile@islandstrust.bc.ca>
    Cc: <pgrove@islandstrust.bc.ca>
    Subject: Please appeal the increase in the budget

I do not approve the increase in the Bowen Island islands trust budget. Please appeal this as our islands trust representative.

Signed

Noah Pryce-Jones
Bowen Island, BC

R.B. RUSSELL
303 Robert Road, Bowen Island, BC V0N 1G1

January 30, 2019

Mr. M. Kaile
mkaile@islandstrust.bc.ca

Dear Mr. Kaile

Re: ***<u>Islands Trust</u>***

I write to you in your dual capacity as a Bowen Island councillor and one of two elected Islands Trust representatives to express my concerns on the draft 2019/2020 Islands Trust budget. In short, I am shocked and deeply opposed to the proposed thirteen (13%) percent increase in our community's 2019 membership fee.

The inequitable and outdated formula that establishes "members' fees" is grossly unfair to our community, which saddles Bowen Island with a fee (2019 at $332,658) that has very little relationship or justification to the services we receive, or benefits derived from membership. That formula has been a *bone of contention* for many years. In light of the substantial 13% increase, this <u>is</u> the "*straw that could well break the proverbial camel's back*"!

We are long overdue for a cost:benefits analysis in order to justify our continued membership if not at least a major "tweaking of the formula" in order to ensure that our community does not bear an unfair portion of a rather substantial Islands Trust operating budget which seems heavily weighted with salaries. As a municipality, BIM has a competent staff of its own which provides many of the functions other Islands Trust members cannot provide on their own. We cannot afford the excessive luxury of duplication.

Bowen Islanders, including our elected officials, administration staff and the vast majority of our taxpaying citizens have proven they embrace the Islands Trust "*preserve and protect*" mantra in an admiral manner, hence I question the need for another quasi-level of government to achieve that objective! We have numerous on-island initiatives for which our Islands Trust fees could be better and more effectively used. In light of the "sticker shock" from yet another government tax increase, I encourage BIM to consider a thorough review of the needs, benefits and justification of the Islands Trust membership. At worst, we need a change to the fee formula and a substantial reduction in our membership fee, starting immediately.

Yours truly,

R B Russell

R.B. (Bruce) Russell

RBR:as

cc. pgrove@islandstrust.bc.ca
pluckham@islandstrust.bc.ca

D.K. HARRIS PROPERTIES LIMITED

February 8, 2019 VIA EMAIL: budget@islandstust.bc.ca

Peter Luckham, Chair
Islands Trust Council
1627 Fort Street
Victoria, BC V8R 1H8

SUBJECT: Proposed 13% budget increase for Bowen Island

Dear Mr. Luckham and Islands Trust Council:

We write to express our opposition to the proposed 13% Islands Trust budget increase for Bowen Island. At well over $300,000 annually, this cost is excessive for our island community of less than 4,000 residents. Bowen Island is unique among all other communities within the Islands Trust area in that we alone are our own Municipality. While it is reasonable that the other such island communities will benefit from the Islands Trust oversight and stewardship, Bowen Island stands alone in having its own local government and the regulations, oversight and costs associated therein.

Given the current and sufficient level of administration through local government, we cannot reasonably justify the onerous cost determined by the Islands Trust, especially when taking into account that Bowen Island does not generate any revenue from any form of local industry. The funds that make up the municipal budget come almost entirely from property taxes.

While we appreciate and support the Islands Trust mandate, that reads in part:

> *"The Islands Trust is responsible for preserving and protecting the unique environment and amenities of the Islands Trust Area through planning and regulating land use, development management, education, cooperation with other agencies, and land conservation."*

it is important to note that our community should and does look to our own Municipality to govern Bowen Island in this regard.

The Islands Trust identifies its work in three broad categories:

1. Local planning services;
2. Trust Council; and
3. Conservancy/conservation.

This work is already administered very efficiently by Bowen Island Municipality, as evidenced by its Mission Statement that reads, in part: *" … will work towards conducting operations in a way that: … Preserves and enhances the unique mix of natural ecosystems and green spaces that Bowen Island possesses."*

(continued on page 2)

P.O. Box 258
#204 – 495 Bowen Island Trunk Road
Bowen Island, BC, Canada
V0N 1G0

DAVID BELLRINGER, GEN. MGR. 604 349 4330
davidbellringer@gmail.com

LISA WRINCH, ADMINISTRATOR 778 835 6802
blueroof90@gmail.com

We must further note that Bowen Island's OCP also sets out a comprehensive framework that emphasizes and addresses the importance of sustainability and stewardship in all matters: social, economic and environmental. Our OCP was approved by the Islands Trust and conforms with the Trust's Policy Statement. It rightfully places emphasis on issues such as sustainability, energy conservation, green living and affordable housing.

Bowen Island cares deeply for its community and works to maintain, enhance and protect its natural land and marine ecosystems. We strive for an ethic of self-reliance and reducing Bowen's ecological footprint.

It is for these reasons that we vehemently oppose the proposed Islands Trust budget of $332, 658. Rather, we feel strongly that such funds would be better aimed at the local level; these resources could benefit efforts such as:

- public transit initiatives to facilitate the reduction of car-use;
- affordable housing/support of local business, allowing residents to live/work on-island, thereby reducing reliance on ferry travel; and
- local initiatives to improve, expand and protect our valued green/marine spaces.

We feel strongly that such a financial burden cannot reasonably be borne by our residents, especially in light of what amounts to the same work being provided concurrently by our own Municipality. Given that Bowen Island has its own local government and the proven commitment to providing its own environmental stewardship and oversight, we respectfully request that the Islands Trust consider carefully Bowen Island's unique municipal status and adjust our community's proposed budget accordingly.

Sincerely,

David Bellringer
General Manager
D.K. Harris Properties Ltd.

cc: P. Grove, Chair, IT Financial Planning Committee
Sue Ellen Fast, Bowen Island Trustee
Michael Kaile, Bowen Island Trustee
Mayor Gary Ander and Bowen Island Municipal Council
Jordan Sturdy, MLA, West Vancouver-Sea to Sky

P.O. Box 258
#204 – 495 Bowen Island Trunk Road
Bowen Island, BC, Canada
V0N 1G0

DAVID BELLRINGER, GEN. MGR. 604 349 4330
davidbellringer@gmail.com

LISA WRINCH, ADMINISTRATOR 778 835 6802
blueroof90@gmail.com

P.O. Box 233
479 Bowen Island Trunk Road
Bowen Island BC
V0N 1G0

February 9, 2019 ***VIA EMAIL***

To: Peter Luckham
Islands Trust Council
1627 Fort Street
Victoria, BC V8R 1H8

Re: Proposed Budget Increase for Bowen Island

Dear Mr. Luckham and Islands Trust Council:

Please accept this letter expressing my concern and opposition regarding the proposed 13% increase in the Islands Trust budget for Bowen Island.

Understanding the role of the Islands Trust I feel that Bowen Island, as a distinct municipality, should be given special consideration. The mandate of our local government duplicates many of the responsibilities that the Islands Trust manages for other Gulf Island regions. It seems logical that the Islands Trust should be seeking ways to reduce the financial burden to our small community in order to allow for greater self-governance by our local council.

I encourage Islands Trust Council to consider ways to reduce the required contributions from Bowen Island Municipality rather than increase them. I feel anything short of a decrease to our expected financial contribution amount will motivate a movement away from Islands Trust by residents of Bowen Island.

Sincerely,

Glenn Cormier
Owner
Bowen Island Pub

cc: Sue Ellen Fast, Bowen Island Trustee
Michael Kaile, Bowen Island Trustee
Mayor Gary Ander and Bowen Island Council

February 11, 2019

Islands Trust Council

Re: Feedback on the 2019/20 Proposed Budget

The Saturna Island Ratepayers and Residents Association (SIRRA) writes to provide comment on the proposed Islands Trust budget for fiscal 2019/20. SIRRA was established in 2006 to provide a forum for property owners and residents to discuss, and to challenge, when needed, legislation, regulation, taxation and policies of governments and government services relating to Saturna Island.

According to the Islands Trust Budget History, expenditures have increased from circa $3 million in 94/95 to just short of $8 million in 18/19, a very large real rate of increase at a time when inflation was averaging 1.7% ($3 million in 1995 is equivalent to a purchasing power of $4.5 million in 2018). There seems to be no attempt on the part of the Islands Trust to constrain expenditures.

Any strategic plan should have at its core the need to control costs and to increase efficiency.

Islands Trust Policy: 6.5.1 RESERVES AND SURPLUS states: "The General Revenue Surplus Fund is created through a transfer of excess revenue over expenditures from the operations of the Trust. " It appears that the Islands Trust has used the General Revenue Surplus Fund for several years as a buffer between the revenues collected and an expenditure that is greater.

The use of the surplus fund obscures the true rate of increase in expenditure. In the 2018/19 budget there is a planned heavy draw from the surplus fund ($670,000). The 2019/20 budget allows you to claim to "reduce" the planned surplus drawdown from $670,000 to $324,000 – however the budgeted figure (2019/20) is so similar to that in the forecast of expenditure for 2018/19 ($364,000) that any reduction is a moot point. This apparent 59% reduction in the draw on the surplus to "ensure the surplus fund remains healthy for the future" in turn allows you to "justify" the 2% increase in tax.

The manner in which you present the changes year on year by comparing budgets without reference to actual expenditure prevents individuals from understanding the true picture. In the absence of final figures, the actual projected expenditure should be an important part of the budget headlines you present.

SIRRA wishes to see a more rigorous manner of presenting the headlines so that ratepayers are better able to understand proposed budgets, and therefore in a better position to provide informed feedback.

Sincerely,

Michel Chiasson
SIRRA President

Islands Trust

March 2019 Islands Trust Council
Proposed 2019/20 Budget
3:15pm - 4:30pm Tuesday, March 12, 2019

Purpose: To provide Trust Council with an overview of the Financial Planning Committee's proposed 2019/20 budget and to provide an opportunity for questions, comments, and discussion from trustees in advance of the budget debate on Wednesday.

Chair: Peter Luckham, Chair, Islands Trust Council

Resources: Peter Grove, Chair, Financial Planning Committee
Julia Mobbs, Director, Administrative Service
Russ Hotsenpiller, Chief Administrative Officer
Clare Frater, Director, Trust Area Services
David Marlor, Director, Local Planning Services

Introduction *(5 minutes)*	**Peter Grove**, Chair, Financial Planning Committee
Comments *(5 minutes)*	**Russ Hotsenpiller**, Chief Administrative Officer

Proposed 2019/20 Budget *(35 minutes)*
• Budget Assumptions and Principles
• Budget Overview
• Briefing – Changes to the Budget since December Trust Council
• Budget Detail
• Funding Requests Summary
  o Strategic Plan Initiatives
  o Operational Initiatives
  o Local Trust Committee Initiatives
  o Salt Spring Island Local Trust Committee Special Property Tax Requisition
• Public Feedback Received
	Julia Mobbs, Director, Administrative Services

Questions/Comments/Discussion *(30 minutes)*	**Trustees**

NEXT STEPS:
Wednesday, March 13, 2019 at 4:00PM, debate and consideration of adoption of Trust Council Bylaw No. 173, Financial Plan Bylaw 2019/20, which implements the 2019/20 Budget.

ISLANDS TRUST
2019/20 FINANCIAL PLAN
ASSUMPTIONS AND PRINCIPLES
March 2019

PROCESS:

Each line of the Detailed Budget is reviewed by the responsible manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review project needs with Local Trust Committees and identify top priorities. The Trust Conservancy Board requests budget changes to support the goals in its Regional Conservation Plan. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director of Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust Management Team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January.

	ITEM	ASSUMPTION/PRINCIPLE	STATUS
1	**Inflation**	Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.	The proposed Detailed Budget for 2019/20 presented to Trust Council in March 2019 reflects a growth factor of 2.3% where applicable, as reported by Stats Canada in their December 2018 report.
2	**Non-market Growth in Property Taxes**	The property tax base within the Islands Trust Area will grow by 1.0% due to new development activity. The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring Island to estimate the non-market growth for the Islands Trust Area as a whole, since the assessment value of this area represents approximately 65% of the total for the Islands Trust Area.	A NMC of 0.99% has been 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 amount and retains a value of 1.0% for the NMC.

3	**Alternate Funding Through Grants**	Islands Trust monitors grant programs to seek opportunities to obtain funding to cover the expenses of their program items. Funding of programs by grants reduces the requirement for funding through other sources of revenue. The annual budget includes an estimated amount of contingent grant revenue, to allow for revenue not yet identified. This amount is offset by an equal expense budget for contingent grant expenses. The result is no net effect on the bottom line.	The Grants Administrator position is a 0.4 FTE and is focused on LTC project grants only. The current draft of the budget includes an amount of $25,000 for contingent grant revenue and offsetting expense, which is a 50% reduction from prior years.
4	**Staffing Levels**	In most cases, current staffing levels are appropriate to carry out the existing level of services and functions provided by the Islands Trust. Decreased staffing levels would result in a reduced level of services or functions. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	The temporary **Senior Freshwater Specialist** position concludes at the end of the current fiscal period. Management will be recommending that this position be extended another year. This item is included in the draft budget. The temporary **Intergovernmental Policy Advisor** contract has concluded. Management is recommending that this position be made a permanent staff position beginning in fiscal 2019/20 and has included this item in the draft budget. Islands Trust Conservancy is requesting a new staff position "**Covenant Monitoring and Outreach Specialist**". The SSI Planning team is requesting to remove a planner 2 position and add a higher level **island planner** position, permanently. The Southern Planning team is requesting to remove a planner 1 position and add a higher level **planner 2** position, permanently. LPS is requesting funding for a **co-op student** for the summer months, and requests that this be made a permanent item in the Islands Trust budget.
5	**Staffing Costs**	In accordance with the *Islands Trust Act*, staff members at the Islands Trust are appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*. Unionized staff members at the Islands Trust	The BCGEU agreement for the period of April 1, 2019 – March 31, 2022 has been ratified and includes a general wage increase of 2% for all BCGEU staff members. BCGEU employees are also eligible for "step"

		are members of the BCGEU. Their compensation and benefits are subject to union contracts negotiated between the Public Services Agency and BCGEU. Excluded (non-union) management staff members are also subject to the *Public Service Act.* They are compensated according to a salary grid approved by the Executive Committee and consistent with the Public Service Agency Policy on Salary Administration for Management Employees. Benefits and related costs are also by the Public Service Agency for all staff members.	increases as they progress in their positions. A review of eligibility will be undertaken and estimates will be provided within the budget. Salaries budget for excluded staff will be determined based on current actuals plus any potential performance-based increases. Historical annual increase maximums have been 2%, as directed by the PSA. It is anticipated this will remain the maximum for fiscal 2019/20. The benefit rate charged to us by the PSA has increased from 24.8% to 25.4% beginning April 1, 2019. Included in this rate is the new MSP payroll tax which PSA will administer on our behalf.
6	**Trustee Remuneration**	Trust Council's Policy 7.2 *Trustee Remuneration* defines the process for determining the remuneration received by Trustees. As per Section C.2, remuneration is calculated based on four factors. The defined annual compensation amounts and the methodology for making adjustments are incorporated into a Trust Council Remuneration Bylaw. Section C.4 provides for increases based on the receipt of updated census information (population and folios). Section C.5 provides for adjustment of defined compensation amounts on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by Statistics Canada in December of any given year.	At September 2018 TC, Policy 7.2 was amended to include remuneration for trustees serving on Council committees (LTC, TPC, FPC). This is included in the draft budget at an amount of $14,000. The most recent information available is the 2016 Census which remains the case for the current year. In December, Statistics Canada released the Victoria CPI (2.3%) which has been used in the calculation of Trustee Remuneration.
7	**Office Facilities**	The Islands Trust maintains office facilities for staff in Victoria, and on Salt Spring and Gabriola islands. The Islands Trust will continue to lease office space for trustees on Denman, Galiano, and North Pender, subject to trustee needs, and subject to *Policy 7.4.4 On-Island Trustee Offices.* No increase in space requirements is anticipated at this time. A decrease in space requirements at the Victoria office may be realised upon completion of the office renovation project.	Victoria office renovation is not expected to be complete by the end of the current fiscal year. Updated timelines from our contractor indicate a targeted completion date in late April 2019. Based on the new timelines, we anticipate that $115,000 of the renovation budget will be spent in fiscal 2019/20. This amount has been included in the draft budget. Because receipt of our landlord's contribution towards the project will not be received until the project is complete, we will not receive the $152,000 in budgeted revenues from the current fiscal year. Consequently, these

			revenues have also been included in the draft 2019/20 budget resulting in a $37,000 net additional revenues which will reduce our transfer from surplus funds. A decrease in space requirements at the Victoria office may be realised upon completion of the office renovation. Lease rates for our island offices have increased slightly. All increases have been reflected in the draft budget.
8	**Reserves and Surplus**	Trust Council's policy 6.5.1, section D.6, recommends a minimum level of General Revenue Surplus as "*three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant*". The Islands Trust receives annual property tax funds in July/August of each year.	At the end of the current fiscal period, a determination will be made as to the value of funds to transfer from the GRSF to the Specific Reserve Fund for LTC projects. The value will be determined based on how much is left in the LTC Specific Reserve Fund at the end of the fiscal year, and how much is expected to be needed in fiscal 2019/20 to fund LTC project work. The expected GRSF balance under the current draft budget is $1.96M, which is approximately 107% of the recommended balance per Policy.
9	**Provincial Funding**	The Provincial Government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments	As in previous years, the 2018/20 budget will include an estimated grant amount provided by the Ministry of Municipal Affairs and Housing of $180,000. Islands Trust will not receive the $125,000 in service integration funding related to SSI, as had been formerly noted as a possibility.
10	**Local Planning Services**	The Islands Trust Council provides sufficient funding for LTCs to carry out their primary function, which is land-use planning, and regulatory activities within their local trust area, as permitted by the *Islands Trust Act* and consistent with Islands Trust Council Policy 5.9.1. These activities include the development of Official Community Plans and land-use regulations, and the processing of development applications and referrals from other agencies. Other activities may be undertaken where the Islands Trust Council has delegated additional powers to an LTC. LTC development application fees are intended	All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations. An LPS Review is being undertaken by planning staff and the CAO. This review could result in a change to how LPS services are delivered, which may result in changes to required staffing levels. It is anticipated that service levels will increase as a result of the changes being proposed, even with current staffing levels. It is not expected that this review will conclude

		to partially fund the costs of development application processing. Local Planning Services' Planner positions are fully staffed to the levels approved by the Islands Trust Council following the 2007 Local Planning Services Review. The budget process may propose new or modified positions. Local Planning Services' Bylaw Enforcement positions are fully staffed to the levels approved by the Islands Trust Council following the 2008 Bylaw Enforcement Function Review. The budget process may propose new or modified positions. OCP and LTCs project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.	in time for implementation in the 2019/20 budget cycle and consequently no impact from this review is reflected in the current draft budget.
11	**Planner Resource Allocation**	The current work program system which allocates planner time to LTCs may change pending completion of the LPS review. Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)	The LPS review contemplates changes to the way planner time is allocated across the LTCs. It is not expected that this review will conclude in time for implementation in the 2019/20 budget cycle and consequently no impact from this review is reflected in the current draft budget.
12	**Strategic Plan Projects Budget**	The Strategic Plan provides a framework to guide the overall direction of activities for the Islands Trust, to focus finite resources, and to achieve efficiencies where there are common LTC projects. Trust Council adopted the current Strategic Plan in September 2015. Estimated budget implications related to these strategies will be reviewed in the fall of 2018 for inclusion in the first draft of the 2019/20 budget.	A new Strategic Plan will be adopted by the new Trust Council near the end of the current fiscal period. At that time, funded strategic priorities and projects for the 2019/20 fiscal period may be included in the draft budget. Current Strategic items included in the budget draft: - Policy Statement Review $45,000 - Islands Trust Act Amendment $15,000 - Digital Communications Improvements Plan (up to) $115,000 - LPC programs funding $25,000 - TPC programs funding $25,000
13	**Special Property Tax Levies**	LTCs have the option of requesting Special Tax Requisition to raise funds for land use planning activities (or activities related to delegated powers) within their Local Trust Area that were not approved within the general Trust Council budget (see Trust Council Policy 6.3.2).	The Salt Spring Island LTC is requesting a special property tax requisition for up to $98,500 from the Salt Spring Island Local Trust Area in the 2019/2020 fiscal year, subject to Trust Council Policy 6.3.ii, in order to fund coordination of watershed management on Salt Spring Island,

			using the powers delegated to the Salt Spring Island Local Trust Committee by Trust Council Bylaw No. 154. No other Special Property Tax Levies have been brought to the attention of staff.

Islands Trust	**BRIEFING**

To:	Trust Council	**For the Meeting of:**	March 12, 2019
From:	Financial Planning Committee	**Date Prepared:**	February 13, 2019
SUBJECT:	**Draft 2019/20 Budget Overview**		

Changes to this document since its last review are in blue font. All else remains unchanged.

PURPOSE:

To review the draft 2019/20 budget and related documents with Trust Council, to facilitate discussion and receive recommendations on changes if needed or desired.

BACKGROUND:

The draft 2019/20 budget is based on:

- The Budget Assumptions and Principles document reviewed by Financial Planning Committee (FPC) at their August and November meetings, and presented to Trust Council at their November meeting.
- The Timelines for 2019/20 Budget Process reviewed by Financial Planning Committee at their August meeting.
- The Islands Trust Strategic Plan 2015-2019 adopted by Trust Council in the previous term.
- Budget funding requests brought forward by senior management that have been recommended by FPC for inclusion in the budget.

To date, the following stakeholder groups have provided input into the draft 2019/20 budget:

Stakeholder Group	Responsibilities	Actions
Financial Planning Committee	· Develop and recommend the annual budget to Trust Council. · Review all budget funding requests. · Recommend the appropriate balance to be maintained in the General Revenue Surplus Fund. · Review and approve current year financial reporting to Trust Council. · Present the budget to Trust Council and provide guidance into the decision-making process.	August – Budget Assumptions and Principles reviewed. November – Draft 1, version 1 of budget reviewed. December – Draft 1, version 2 of budget reviewed. January – Draft 2, version 1 of budget reviewed. February – Draft 2, version 2 of budget reviewed.
Local Trust	Consider the provisions of Policy 6.3.ii *Special Property*	A request from the Salt Spring

Committees	*Tax Requisitions* that permits an individual Local Trust Committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.	Island LTC has been made to continue funding for the SSIWPA project up to $98,500.
Trust Area Municipalities	As per *Policy 7.2.vi Municipal Tax Requisition Calculation,* all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review by December 31 with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition by February 28 of the following year.	Communication with Bowen Island Municipality (BIM) Finance staff has been undertaken in respect to the current proposed BIM levy and related increase.
Islands Trust Conservancy	· Discuss budget requests and work programs with Trust Area Services staff. · Endorse all budget requests for the Trust Conservancy's Board and Program operations. $4,000 increase to its Board Meeting Expense budget to support travel, honoraria and meeting costs associated with the Fund Development Advisory Committee.	The ITC Board has submitted funding requests for a new Covenant Monitoring and Outreach Specialist staff position, as well as a request for funds for a newly-formed Fund Development Advisory committee. The Director, Trust Area Services has submitted this funding request to FPC along with proposed increases to the Board's meeting and training budgets.
Management Staff	· Coordinate the review of budget requirements for their respective departments in order to meet current Trust Council objectives and service levels. · Look for opportunities to incorporate efficiencies and savings in the organization.	Managers have reviewed their individual budget areas and work programs and submitted budget requests where required. The Management Team has reviewed the draft budget and provided preliminary estimates of Strategic Plan project funding.

Public Consultation:
In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the proposed 2019/20 budget was completed in February 2019.

Role of the Islands Trust Council:
The role of the Trust Council at its January 2019 meeting is to review the recommended draft 2019/20 budget and to discuss the revenue, expenses and the General Revenue Surplus Fund in detail before the Financial Planning Committee develops a draft budget for public consultation. This has been completed.

At its March 2019 meeting, Trust Council will approve the annual budget and financial plan, after considering the public input received, the recommendations of the Financial Planning Committee, and the debate from trustees.

Formal resolutions to direct the preparation of a budget bylaw will be made and the budget bylaw will be presented for consideration during the Trust Council regular business meeting.

Draft Budget Highlights:

Highlights of the Proposed 2019/20 Budget include:

- A 33% increase in Fees and Sales from previous budget due to continued increased volumes of development applications and anticipated cannabis applications.
- A 2.0% projected tax increase overall for the Islands Trust Area (excluding Bowen Island Municipality).
- An expected 1.0% increase in property taxes due to new construction in the Trust area.
- A 12% ($35,701) increase in the Bowen Island Municipal tax levy.
- An overall decrease in total expenditures of 2%, or approximately $192,000 from the 2018/19 budget.
- A Special Property Tax Requisition of $98,500 from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority (SSIWPA).
- A decrease of $38,000 in grant income to bring the budget more in line with actual grant activity.
- A transfer of funds from the General Revenue Surplus Fund of $75,000 resulting in a projected General Revenue Surplus Fund Balance of $1.96 million at March 31, 2020, 107% of the recommended balance per Trust Council policy, based on budgeted figures.
- The assumption that existing service levels will be maintained or improved.
- Provincial Grant revenues remain at previous year levels of $180,000 based on Regional District funding proposal.
- A 2.0% wage increase for all union staff per the BCGEU Collective Agreement, as well as an additional approximate 1.0% increase to account for the new MSP payroll tax.
- A maximum 2.0% increase for excluded staff, per expected direction from the Public Sector Agency.
- A 2.3% increase to Trustee remuneration as per the *Policy 7.2.1 Trustee Remuneration* and reported CPI increase for 2018 (per Statistics Canada December 2018 report).
- A $14,000 increase in Trustee remuneration for meeting attendance.
- A $17,000 amount for Lidar data purchase. This purchase was funded in the 2018/19 budget but remains unspent due to delays in the project timelines with GeoBC.

- Planned spending that will, or may, involve elements of Climate Action work include the following (for a total of $1,088,961, or 14% of the total draft budget):
  - Local Planning Committee (LPC) Project Funds $ 25,000
  - Trust Programs Committee (TPC) Project Funds $ 25,000
  - Freshwater Specialist $ 93,741
  - Covenant Monitoring and Outreach Specialist $ 84,091
  - Local Trust Committee (LTC) Projects $ 75,000
  - Islands Trust Conservancy $ 786,129

- Funding requests (business cases attached) include:
  - A request to carry forward unspent funds of $45,000 related to the Policy Statement Review project.
  - A request to allocate $15,000 to potential community engagement on the Islands Trust Act amendments.

- A request for up to $115,000 to develop an Islands Trust Digital Communications Improvements plan.
- A request for $25,000 each for Trust Programs Committee and Local Planning Committee to facilitate the undertaking of strategic projects in the year.
- A request for $14,500 for digital photo management software to better manage and use digital photos records.
- A request for $5,500 for the Electronic Document Management (EDM) project wrap-up.
- A request to extend the Freshwater Specialist staff position for another year.
- A request from the Islands Trust Conservancy for a new staff position, Covenant Monitoring and Outreach Specialist.
- A request to add a Planner 2 position to the Southern Office planning team, and remove the lower level Planner 1 position permanently.
- A request to add an Island Planner position to the SSI Office planning team, and remove the lower level Planner 2 position permanently.
- A request to create a permanent staff position, Senior Intergovernmental Policy Advisor, to facilitate First Nations relations work.
- A request of $15,000 to fund a summer co-op student for Local Planning Services. There is also a request to make this position a standing position in the Islands Trust budget, thereby removing the requirement to present a funding request annually.
- A request of $4,000 from the ITC Board to fund the newly-created Fund Development Advisory committee.

ATTACHMENT(S):

1. **Draft 2019/20 Budget Detail**
2. **Draft 2019/20 Budget Funding Requests Summary**
3. **Individual 2019/20 Budget Funding Requests Business Cases**

FOLLOW-UP:

Trust Council will review the draft budget documents and provide direction on changes if needed and/or desired. w

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Prepared By: **Julia Mobbs, Director, Administrate Services**
Reviewed By/Date: **Russ Hotsenpiller, Chief Administrative Officer**

ISLANDS TRUST

2019/20 Budget Draft2, V2

	2017/18 ACTUALS	2018/19 Budget	Q3 ACTUALS	Q3 FORECAST	2019/20 BUDGET	*$ Increase (Decrease) from Prior Year Budget*	*% Increase (Decrease) from Prior Year Budget*	*$ Increase (Decrease) from FY19 Q3 Forecast*
Revenue								
Fees & Sales	139,199	120,000	124,963	173,000	160,000	40,000		(13,000)
Provincial Grant	180,000	180,000	180,000	180,000	180,000	-		-
Property Tax Levy - General	6,312,332	6,438,578	6,438,579	6,438,579	6,631,735	193,157		193,156
Tax growth through new construction	-	63,123	63,123	63,123	65,017	1,894		1,894
Property Tax Levy - Bowen	242,680	293,933	293,933	293,933	329,635	35,701		35,702
Special LTC Tax Requisition - SSIWPA	98,500	98,500	98,500	98,500	98,500	-		-
Interest Income	71,295	60,000	77,724	90,000	80,000	20,000		(10,000)
Other income	16,795	152,000	3,135	5,000	152,000	-		147,000
Grant income - projects	-	50,000	380	10,000	12,000	(38,000)		2,000
Total Revenue	7,060,801	7,456,134	7,280,337	7,352,135	7,708,886	**252,752**	**3%**	**356,751**
Expenses								
Amortization	92,719	65,000	48,950	65,000	75,000	10,000		10,000
Applications sponsored by Exec Committee	(5,312)	5,000	5,953	10,500	5,000	-		(5,500)
History and Heritage Funding Grants-in-Aid	-	5,000	1,000	1,500	5,000	-		3,500
Audit	20,000	19,000	(1,275)	19,000	20,000	1,000		1,000
Bank Charges & Interest	2,553	5,000	2,674	3,500	4,000	(1,000)		500
Board of Variance	-	1,500	747	1,500	500	(1,000)		(1,000)
Carbon Offset Purchases	(2,678)	1,500	300	1,500	500	(1,000)		(1,000)
Communications	31,292	28,000	17,479	42,000	39,000	11,000		(3,000)
Information Systems	185,688	196,000	139,108	185,000	213,330	17,330		28,330
Contingency	2,466	17,500	48	17,500	14,000	(3,500)		(3,500)
Contract Services	294,396	97,000	88,296	112,000	79,000	(18,000)		(33,000)
Elections	-	130,000	124,168	144,168	7,000	(123,000)		(137,168)
Insurance	106,422	106,382	80,003	106,382	106,382	-		-
Islands Trust Conservancy Administration	112,263	103,000	62,448	98,300	111,250	8,250		12,950
Land Title Registrations	3,546	3,000	1,594	3,000	3,000	-		-
Legal	187,189	180,000	184,729	250,000	175,004	(4,996)		(74,996)
Local Trust Committee	84,857	102,300	53,921	79,000	90,000	(12,300)		11,000
Meeting Expense	129,426	162,000	126,009	192,500	125,200	(36,800)		(67,300)
Memberships	14,208	16,000	6,356	10,000	15,100	(900)		5,100
Notices - Statutory & Non-Statutory	24,789	18,000	17,674	25,000	25,000	7,000		-
Office	488,593	496,150	376,561	496,150	498,178	2,028		2,028
Recruitment	8,801	5,000	6,451	10,000	8,000	3,000		(2,000)
Safety	6,096	5,000	323	5,000	5,000	-		-
Salaries & Benefits	4,251,795	4,619,495	3,256,303	4,362,755	4,867,372	247,878	5%	504,617
Telephone	42,462	38,550	31,153	40,600	37,800	(750)	-2%	(2,800)
Training	111,166	147,350	79,389	113,939	122,650	(24,700)	-17%	8,711
Travel	108,337	101,205	55,892	80,000	96,490	(4,715)	-5%	16,490
Trustee Remuneration	547,686	544,702	407,049	544,702	569,230	24,528	5%	24,528
Operating Budget Subtotal	6,848,759	7,218,634	5,173,303	7,020,496	7,317,986	**99,352**	**1%**	**297,490**
Computer	34,964	171,000	154,824	194,235	60,900	(110,100)		(133,335)
Office - Equipment & Furniture	7,730	15,000	1,835	15,000	10,000	(5,000)		(5,000)
Office - Renovations	3,553	282,000	23,389	330,536	115,000	(167,000)		(215,536)
						-		-
Capital Subtotal	46,247	468,000	180,048	539,771	185,900	**(282,100)**	**-60%**	**(353,871)**
PROJECTS								
Project - Funded by Grants	-	50,000	1	2	12,000	(38,000)		11,998
Project - C2C First Nations	4,176					-		-
Project - Funded by Special requisition	91,524	98,500	66,936	95,000	98,500	-		3,500
Strategic Plan objectives	82,754	241,000	86,764	121,353	225,000	(16,000)		103,647
Operational	-	-	-	-	19,500	19,500		19,500
LTC Projects	58,406	50,000	48,645	65,308	75,000	25,000		9,692
						-		-
Projects Total	236,859	439,500	202,346	281,663	430,000	(9,500)	-2%	148,337
Total Expenditures	7,131,865	8,126,134	5,555,697	7,841,930	7,933,886	(192,248)	-2%	91,956
Net Surplus (Shortfall)	(71,064)	(670,000)	1,724,640	(489,795)	(225,000)			
Add non-cash Item - amortization	92,719	65,000		65,000	75,000			
Transfer from LTC Specific Fund	-	50,000		65,308	75,000			
Transfer from GR Surplus Fund	-	555,000		359,485	75,000			
Surplus (deficit)	21,655	0	-	-	0			

Islands Trust		***TOTAL PAGE =***	**543,013**	
Budget Requests Summary		*less Temp staff*	(177,832)	
Fiscal Year:	2019/20	*less Perm staff*	(120,681)	
Version:	Draft 2, V2	*Projects*	244,500	
CATEGORY	**PROJECT DESCRIPTION**		**AMOUNT**	**BUDGET LINE ITEM**
STRATEGIC PLAN	Policy Statement Review (CFWD Funds)		45,000	Strategic Plan Projects
	Islands Trust Act amendment		15,000	Strategic Plan Projects
	Website Renewal		115,000	Strategic Plan Projects
	Local Planning Committee (LPC) Project Funds		25,000	Strategic Plan Projects
	Trust Programs Committee (TPC) Project Funds		25,000	Strategic Plan Projects
	Total Strategic Plan Projects		**225,000**	
OPERATIONAL	Photo Management			
	ClipArt Software Purchase + Annual Support Fee	*8,500*		
	ClipArt Installation	*1,000*		
	Organise and Cull Photo Records (contractor)	*4,500*	**14,000**	50%/50% 150/210 TAS/ITC
	Electronic Data Management (EDM)			
	Consulting Support for EDM Clean-up/Wrap-up	*5,500*	**5,500**	820 Admin Mgmt
	Total Operational Projects		**19,500**	
STAFFING (Temporary)	Freshwater Specialist			
	Salary	*66,873*		Operating Expense (Salaries)
	Benefits	*16,718*		Operating Expense (Salaries)
	Travel	*7,600*		Travel
	Mobile Phone	*650*		Mobile Phone
	Computer - Laptop (already purchased)	-		
	Training	*1,900*	**93,741**	
	Covenant Monitoring and Outreach Specialist			
	Salary	*55,156*		Operating Expense (Salaries)
	Benefits	*13,789*		Operating Expense (Salaries)
	Travel	*10,996*		ITC Travel
	Mobile Phone	*650*		Mobile Phone
	Computer - Laptop	*2,750*		Computer SW/HW
	Training	*750*	**84,091**	
	Total New Staff (T) Costs		**177,832**	
STAFFING (Permanent)	Planner 2 (Southern Office)			
	Remove Planner 1 position	*(63,990)*		
	Add Planner 2 position	*72,938*		
	Benefits change	2,237	**11,184**	Operating Expense (Salaries)
	Island Planner (SSI Office)			
	Remove Planner 2 position	*(72,938)*		
	Add Island Planner position	*79,561*		
	Benefits change	1,656	**8,278**	Operating Expense (Salaries)
	Senior Intergovernmental Policy Advisor (SIPA)			
	Salary	*62,307.37*		Operating Expense (Salaries)
	Benefits	*15,452.23*		Operating Expense (Salaries)
	Travel	*6,333.33*		Travel
	Mobile Phone	*541.67*		Mobile Phone
	Computer - Laptop (already purchased)	-		
	Training	*1,583.33*	**86,218**	
	LPS Co-op Student	*15,000*	**15,000**	Operating Expense (Salaries)
	Total New Staff (P) Costs		**120,681**	

Islands Trust

SHORT-FORM BUSINESS CASE
Budget Requests $45,000

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

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater **Business Area:** Trust Area Services **Name of Request** *Policy Statement Amendment Project*	**Budget Source:** ☐ **Equipment** ☐ **Staff** ■ **Other – please describe** Project Funding Amount: $45,000 *NOTE:* This is an ongoing project that is forecast to be underspent in 2018/19 by $45,000 (previously forecast was $30,000).
Date initiated: 2018/09/28 (updated February 11, 2019	**Date required:** April 1, 2019

1. BACKGROUND *(A brief description of the current situation.)*

The Islands Trust Council has assigned the Executive Committee; with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Introduction, Part I, Part II and Schedule 1 – Definitions sections of the Policy Statement. The 2019/2020 budget funds will be used to complete the amendment process, including: continued First Nations' meetings, administration of referrals to 80+ agencies/First Nations, correspondence management and legal review.

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

The objectives are:

- Improved awareness of Islands Trust
- Updated preamble and definitions
- Improved acknowledgement of First Nations history and interests
- Improved relationship with First Nations
- Re-familiarize all parties with amendment processes
- Inform workload and budget estimates to Part III of the Policy Statement

3. PROJECTED RESULTS/DELIVERABLES *(How does this address the objectives described above?)* In scope: • First Nations engagement • Public engagement • Drafting/legal review • Referral process
4. ALTERNATIVES CONSIDERED *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)* • Not proceed at this time or postpone until future fiscal year. • Proceed in 2019/2020 with a scaled down or scaled up scope.
5. CRITICAL SUCCESS FACTORS *(What related factors have been identified? What risks are involved?)* Policy Statement amendment process that addresses Part 1, Part II and the Definitions is completed, informed by input from First Nations, community members and referral agencies. This project risks are outlined in the engagement plan in detail and include: lack of First Nations capacity to participate, too few/too many First Nations want to participate, First Nations may wish to establish protocol agreements before initiating dialogue on the project, lack of Islands Trust capacity, divergence of First Nations and public focus for amendments, the First Nations engagement costs more than available in project budget, and/or referral agencies do not understand the purpose of referral.
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION *(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)* This is a significant undertaking and all communications will be approved through Executive Committee and/or the Chief Administrative Officer. Any changes to the approved Engagement Plan would be approved by the Executive Committee and/or Trust Programs Committee.
7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)* The cost of the total project is $48,000. This includes First Nations engagement, video production, 13 island workshops, online forum, high school event, legal review, display and handouts, advertising and mailings. Benefits are as stated as above. Staff anticipate spending $3,000 in 2018/19, primarily on First Nations engagement and communications materials. By limiting the review/ amendment process to the preamble and definitions sections, Trust Council provides an opportunity to update sections of the document while promoting better understanding of the Islands Trust and an opportunity for all parties in the amendment process (Islands Trust staff, provincial staff, First Nations, referral agencies and the public) to familiarize themselves with the Policy Statement and amendment processes. In addition to resulting in updates to a portion of the Policy Statement, this process is intended to prepare all parties for the more complex engagement required to amend the commitment, recommendation and directive policies of Trust Council in Part Three of the

Policy Statement.

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

Approve program budget request and scope as identified.

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

All purchasing processes will follow organizational policies. At this time, staff

Clare Frater	September 29, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director	Date
Russ Hotsenpiller	October 23, 2018
CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

SHORT-FORM BUSINESS CASE
Budget Requests $15,000

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

TO BE COMPLETED BY INITIATOR	
Initiated by: R Hotsenpiller	**Budget Source:**
Business Area: Executive	☐ **Equipment** ■ **Staff** ☐ **Other – please describe**
Name of Request*(identify the problem, opportunity or need):* To allocate $15,000 for public engagement associated with the Trust Council supported initiative to amend the Islands Trust Act.	
w **Date initiated: November 18, 2018**	**Date required: Fiscal 2019/20**

1. BACKGROUND

In 2016 Trust Council directed that a process of legislative change to the *Islands Trust Act* be undertaken. A draft list of changes was approved for presentation to the Minister by Trust Council at the September 2018 TC meeting on Keats Island. The formal request to the Minister is pending, however it is presumed that the Minister will instruct Ministry staff to vette the requested changes to the Act and work with the Islands Trust on viable options.

2. PROBLEM STATEMENT/OBJECTIVES

The type and frequency of public engagement related to this project is undetermined until discussion with the Ministry has occurred. It is expected that there may be an extensive public input engagement in order to successfully amend the legislation. Also, the Islands Trust is engaged on a separate but related project - to review the Islands Trust Policy Statement. This too will have a significant public outreach and engagement component and it is recommended that these two processes are combined in order to provide a coherent and relevant discussion in community. Accordingly, these funds are intended to augment the $48,000 of public engagement funding for the Policy Statement project.

3. PROJECTED RESULTS/DELIVERABLES

A successful public engagement process to be conducted once discussion with the Ministry of Municipal Affairs and Housing has reviewed requested changes by the Islands Trust.

4. ALTERNATIVES CONSIDERED *N/A*

5. CRITICAL SUCCESS FACTORS

- It is undetermined whether there is significant support for legislative change at the provincial level.
- It is undetermined what specific changes have provincial support
- It is undetermined the type and amount of public engagement the Province would require with regard to Legislative change.
- First Nations engagement on this matter will be combined with the Policy Statement project.
- That Trust Council is supportive of a public engagement process.
- That the Islands Trust provides a comprehensive community process that includes explanatory information about the Trust, the mandate and its vision for the future.

6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION

- First Nations communities within the Trust Area have been informed that Trust Council is contemplating amendments to the Islands Trust Act.
- Some members of the Islands Trust community are aware of this work but it has not been the focus of a direct public education process.

7. BENEFIT/COST ANALYSIS SUMMARY

The benefits of engaging on scaled and appropriate engagement on legislative change is an important factor in the success of this project.

8. RECOMMENDED DECISION

It is recommended that Trust Council allocate $15,000 towards a public engagement process associated with any potential amendments to the Islands Trust Act.

9. PURCHASING PROCEDURE

To be determined.

Russ Hotsenpiller	October 23, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

SHORT-FORM BUSINESS CASE
Budget Requests >$5000

Islands Trust

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Clare Frater **Business Area:** Trust Area Services **Name of Request:** Digital Communications Improvements	**Budget Source:** ☐ **Equipment** ☐ **Staff** ■ **Other – please describe** Project Funding Amount: $115,000
Date initiated: February 14, 2019	**Date required:** April 1, 2019

1. **BACKGROUND** *(A brief description of the current situation.)*

- In 2015, the Islands Trust Council established, through its Strategic Plan, the goal of improving community and agency understanding and support of the islands Trust.

- Staff is in the process of drafting a communications strategy for Executive Committee review and approve. Staff is hearing commentary from trustees and the public about desires for improving Islands Trust communications and engagement, particularly concerning the website. As with any organization, our website is at the heart of how we communicate externally. It is the primary means by which our constituents and partners access information about the Islands Trust, including the services we offer and the work that we do to fulfil our provincial object.

- In January 2019, the Islands Trust Council considered a request for $115,000 to renew the Island Trust's three inter-related websites: the Islands Trust (last refreshed 2013); the Islands Trust Conservancy (last refreshed 2012); and Map Islands Trust (MapIT) (last refreshed 2014).

- Following discussion, the Islands Trust Council *requested that staff change the website renewal business case to focus on digital communication improvements up to $115,000, subject to review of the discovery data by Trust Council.*

  In February 2019, following an RFP process initiated in November 2018, staff let a contract for a discovery phase of website development (determination of website governance, audience, content, and technology) with the final report to be provided by the end of March. The results of the discovery process will remain relevant for a number of years and might provide some information that would inform decisions about digital engagement tools.

Existing/projected resources for digital engagement:

- The draft 2019/20 budget proposes an increase in the communications budget from $15,000 to $21,000. Approximately $5,000 of this budget is allocated annually to production of the annual report and advertising of the budget consultation. The remaining $17,000 is available to support the strategic communications goals of the Islands Trust, including digital engagement tools.

- The Islands Trust Council has provided $48,000 for a Policy Statement Amendment project, with an expected $45,000 to be spent in 2019/20 primarily on communications/engagement about the Islands Trust. The Islands Trust Council is also considering a $15,000 budget request for communications/engagement on proposed Islands Trust Act changes. These projects could be used to pilot digital engagement platforms. Staff is working on a revised engagement plan in support of the Policy Statement Amendment Plan that will include the use of digital engagement tools. The current plan, adopted by the Executive Committee, lists $3,000 to be used for an online forum and $4,000 for a video.

- In addition, Trust Area Services typically receives $18,000 for contract services, some of which may be available to support digital engagement tools in 2019/20.

Existing digital communication/engagement tools

- Preliminary review by staff of the analytics for the Islands Trust website (not including Islands Trust Conservancy and Map Islands Trust) indicates that we receive an averages 14,000 visits per month, with a bounce rate of just over 50%. The bounce rate refers to the percentage of single page visits/sessions, in which a visitor leaves the site from the landing/home page without browsing any further, most of which are occurring on mobile devices. In 2009, less than 1% of all global web pages were accessed via mobile phones or tablets; a number that has steadily increased to 52% in 2018. The analytics for our primary website demonstrates a similar trend, with current access via mobile devices at 40%.

- The Islands Trust offers an email-based subscriber service from the Islands Trust Council, local trust committees, and the Islands Trust Conservancy. At present, there are 1,179 subscribers to the Islands Trust Council list and 46 messages were sent to this list in 2018. There has not been a concentrated effort in recent years to grow any of the subscriber lists so new residents may be underrepresented. Bowen Island also has an e-mail subscriber service.

- The Islands Trust has a Twitter account (which on February 14, had 951 followers) while the Islands Trust Conservancy has a Facebook (307 likes) and Twitter account (844 followers). The Islands Trust also has a YouTube channel which currently hosts three videos.

- The Islands Trust/ Islands Trust Conservancy have a paid account with SurveyMonkey and administer an average of 10-12 public surveys a year.

- In 2012, the Islands Trust piloted seeking online engagement on the draft Strategic Plan via the Placespeak platform. The Placespeak engagement resulted in 51 completed surveys. There was a decision made after this experience to not to proceed with regular online engagement on this type of platform.

- The February 2019 public consultation survey on the draft 2019/20 budget, which had 178 respondents, revealed that those respondents preferred to receive information from the Islands Trust via e-mail (60%), local newspapers (45%), and the Islands Trust website (33%).

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

   A guiding principle of the Islands Trust Council, as set out in the Policy Statement is that: *Trust Council believes that open, consultative public participation is vital to effective decision making for the Trust Area.*

   Policy Statement policy 5.8.1 sets out that: T*rust Council holds that public participation should be part of the decision-making processes of all levels of government*.

   The Islands Trust hears regularly from constituents and stakeholders that it needs to do better at making information more easily accessible and to engage citizens in new ways, outside of traditional in-person public meetings. There are a range of digital communication improvements and digital engagement platforms and methods that could improve understanding and awareness of the Islands Trust, our mandate and the services we provide and while also enhancing our ability to engage.

   The main Islands Trust website is neither user nor operator friendly. Over the years, staff and trustees have received significant feedback from both internal and external users who have cited specific concerns regarding almost all aspects of the site, including: design; search ability; information architecture; functionality; user experience; and content. It has a dated, hard-to-navigate interface that hampers effective sharing of the information and content constituents and partners seek from us. In addition, the website is not optimized for mobile devices, the design is out of step with best practices for fostering civic engagement, and the site conveys a poor message about the organization in terms of both accessibility and relevance. The Conservancy website, although visually more up-to-date, is also not optimized for mobile devices and is currently unable to accept donations. The MapIT is site-optimized for mobile use, but the look needs to be updated and also brought more in-line with the main and Conservancy websites.

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

   Increased understanding and engagement with the Islands Trust via improved digital communications/engagement tools, leading to more informed decisions and better understand of the Islands Trust.

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

   1. **Renew the Islands Trust Websites and increase digital engagement via Policy Statement project and communications budget**

   Trust Council considered a draft budget proposal from the Financial Planning Committee in January

2019 that included $115,000 for renewal of the Islands Trust websites, following a website discovery process in February/March 2019. The website design project as proposed would have resulted in the three websites being redesigned and launched by January 2020, with the goal of providing visitors with a consistent, comprehensive, and user-friendly online experience – one where content is informative, relevant, easy to find, quick to load, presented in a visually appealing way and viewable on any type of computer, tablet, or mobile device. Further, the websites would have been designed to be secure, easy to administrate / update (open-source content management system ("CMS") is preferred) and flexible enough to be able to grow and adapt to meet the changing needs of the community and Islands Trust. Intangible results may have included improved public and partner understanding of the Islands Trust.

At time of writing, staff are drafting a communications strategy for Executive Committee to review that includes proposals for increased digital engagement via an increased social media presence, piloting of a digital engagement platform, increase promotion and use of the e-mail subscriber service, as well as improvement to our communications materials such as print materials, acquisition and management of photographs, and production of new videos.

2. Update current websites and increase digital engagement via Policy Statement project and communications budget

An update represents a systematic overhaul of the existing website content while leaving the majority of the underlying architecture in place, except where essential fixes, such as site-optimization, are required. This process would require significant staff time to manage, review and, on an order not dissimilar to a full website rebuild but at a lower cost. In 2017, staff piloted optimization of specific pages in an effort to make mobile device compliant, however the process proved cost prohibitive and ultimately an exercise in futility. While an update would improve the overall look of the website it would still leave major, systemic problems in place and not improve the overall user experience. It is reasonable to assume that a website update would simply delay a full rebuild and cost the Islands Trust more money in the long run.

As stated in Alternative #1, staff are drafting a communications strategy for Executive Committee to review that includes proposals for increased digital engagement, alongside improvements to our communications materials.

3. Do Nothing - Maintain Current Websites and increase digital engagement via Policy Statement project and communications budget

Given that the current websites are not mobile device compatible, difficult to navigate, and dated in look and function, without improvements the websites will continue to frustrate and alienate users.

As stated in Alternative #1, staff are drafting a communications strategy for Executive Committee to review that includes proposals for increased digital engagement, alongside improvements to our communications materials.

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

Adequate Funding – Sufficient funding is required to proceed with new initiatives such as improved digital engagement and communications.

A website renewal project requires $115,000 based on industry input (August 2018 Request for Information process via BC Bid). Project costs estimates for local government website rebuilds range from $100,000 to $250,000. Staff have also sought project cost comparisons with similarly sized local governments and anticipate the lower end of this range. Digital engagement platforms can range in cost from $2-$3,000 annually for a limited number of surveys to $20-$40,000 for annual subscriptions to full-service engagement features.

Adequate Staff Resources - Input and time commitments from all levels of staff will be required to make the project a success.

Project Support – Project commitment of trustees, management and staff.

Project Management – Dedicated staff or contractor tasked with maintaining a calendar of tasks and activities while keeping projects scope on target and within budget.

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

A communications strategy/framework is under development. As needed, project charters, complete with identified stakeholders, scope and risks will be used for projects.

All projects have associated risks, such as potential cost overruns and scope creep. If the website project were to proceed, staff intend to mitigate these risks through the application of a dedicated project manager.

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

The benefits associated with better communication and engagement with communities and stakeholders includes, among others:

- better informed decisions by Islands Trust bodies;
- better understanding of the Islands Trust which may lead to reduced frustration about the Islands Trust failing to solve problems outside its jurisdiction;
- increased engagement/understanding by communities members leading to a greater sense of empowerment;
- more awareness of the Trust's advocacy work and community programs; and
- an increased opportunity for Islands Trust to dispel myths and answer questions as they arise rather than dealing with concerns at public meetings.

The costs/benefits of specific digital communication tools are unknown until specific tools have been selected.

In terms of the costs/benefits of the proposed renewal of the Islands Trust websites, a website that coherently conveys key information about an organization and that is supported by underlying architecture that is designed to meet the specific information needs of that organization, has a greater chance of long term supportability and shelf life. One of the goals for this project is to deliver an effective website with appropriately tailored information and site architecture, including clear pathways to content, that will last for many years ahead so that in the future we can simply refresh the content to match current needs / demands and thus avoid costly rebuilds.

The preliminary/estimated project budget for the website renewal project, as previously proposed is outlined below:

Item	Details	Fiscal 18/19	Fiscal 19/20
Website/Communication Needs Discovery	Consulting Services	$19,500 (previously estimated at $15,000)	
Project Management	Consulting Services		$15,000
Website Design and Development	Consulting services		$90,000
IT requirements	Not known at this time		$5,000
Project Contingency Budget			$5,000
Totals		$19,500	$115,000

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

Approve $115,000 in funding for website renewal and also support funding requests for 2019/20 for the Policy Statement Amendment Project ($48,000) and increased communications budget ($21,000) which will support enhanced digital engagement as guided by a communication strategy to be adopted by Executive Committee.

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

To date, the following activities have occurred to inform decisions about website renewal:

- August 2018, posted RFI to solicit industry input relating to time, cost, and process for the provision of technical services to redevelop, redesign, and implement a new website.
- November 2018, posted RFP for the provision of discovery phase of site development (determination of website governance, audience, content, and technology).
- By mid-February, issued contract for discovery phase of site development.
- By end of March, receive findings of website discovery phase.
- By early April 2019, post RFP for the provision of technical services to redesign, redevelop, and implement new website.

Clare Frater
Initiator

February 14, 2019
Date

Julia Mobbs	February 14, 2019
Director, Administrative Services	Date
CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: Not provided.	**Approved:** ☐ **Yes** ☐ **No**
Next steps:	

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 21, 2018
From:	Local Planning Committee	**Date Prepared:**	October 3, 2018

PURPOSE:

To advise Financial Planning Committee of a $25,000 budget request for 2019/20 Fiscal Year from the Local Planning Committee

BACKGROUND:

On August 23, 2018 the Trust Programs Committee passed the following motion:

> *That the Local Planning Committee requests that Trust Council include $25,000 for Local Planning Committee Strategic Plan projects in the 2019-20 fiscal year budget.*

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Advise Local Planning Committee of Financial Planning Committee recommendations.

Prepared By: David Marlor, Director, Local Planning Services/October 3, 2018

Reviewed By/Date: Management Team, October 10, 2018

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 21, 2018
From:	Trust Programs Committee	**Date Prepared:**	September 28, 2017

PURPOSE:

To advise Financial Planning Committee of a $25,000 budget request for 2019/20 Fiscal Year from the Trust Programs Committee

BACKGROUND:

On August 20, 2018 the Trust Programs Committee passed the following motion:

> *That the Trust Programs Committee request that Trust Council include $25,000 for Trust Programs Committee Strategic Plan projects in the 2019-20 fiscal year budget.*

ATTACHMENT(S):

No attachments

FOLLOW-UP:

Advise Trust Programs Committee of Financial Planning Committee recommendations.

Prepared By: Clare Frater, Director, Trust Area Services/September 28, 2018

Reviewed By/Date: Management Team, October 10, 2018

SHORT-FORM BUSINESS CASE
Budget Requests $14,000

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Carmen Thiel	**Budget Source:**
Business Area: Executive Office	■ **Equipment**
Name of Request *(identify the problem, opportunity or need):* Photo Management Software	☐ **Staff** ☐ **Other – please describe**
Date initiated: October 3, 2018	**Date required: April 1, 2019**

1. **BACKGROUND** *(A brief description of the current situation.)*

   The clip art folder, used by staff for Islands Trust publications, reports and other media has 119 GB in 12,063 files in 450 folders. The file formats include jpeg, mov, mpeg, avi, tif, .mp4. The body of photos is largely untagged and not sorted, therefore search and retrieval is a laborious and time consuming task.

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

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

   As part of the ongoing Electronic Document Management project, if the photos are properly tagged, sorted and managed it will save considerable staff time currently spent researching and retrieving desired photos.

   It is expected that we would see a return on investment within two years in terms of staff time.

   If staff currently spends a total of 105 hrs./year (15 days) @ an average of $40/hr. searching for pertinent photos in the current system the cost is approximately $4,200/year.

4. **ALTERNATIVES CONSIDERED** *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications,*

resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)

The status quo option is a barrier to the efficient use of clip art photos and videos in professional publications. The primary result of continuing with this option is wasted staff time and a body of records that is not well managed.

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

A. An in-house storage solution whereas most products in this field are cloud based only;

B. Requirements for property management photos:

1. Ability to store photos appropriately so they are ready to use for legal/court proceedings, with proof of authenticity and that they have not been tampered with:
   - Annual monitoring photos, 100s of photos each year
   - Baseline and ecological survey photos that are linked to conservation covenants and management plans

2. A naming convention that is not too tedious for naming multiple photos at a time but where essential metadata is captured.

3. Photo collection:
   - A way to take and organise photos at photos points (all directions NESW, or individual photos to capture features or trespasses)
   - A way to link the photo to a location on a map, georeferenced (connect with the collector app that is being worked on so there is a way to transfer easily from ipad or iphones or connect with new GPS units being used by Bylaw)
   - Way to easily view photos from that same location over many years so that changes over time can be determined for compliance and ecological monitoring

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

The primary stakeholders are staff from ITC and LPS, including communications staff.

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

Software Package cost: $7000 + $1500 annual for support
Installation: $1,000 depending on how much Information Systems does so far as Meta Data definitions.
Consultant: $ 4,500 to help organize and cull clip art photo records.

Total: $14,000

8. RECOMMENDED DECISION (*Clearly outline the decision being sought and why this particular decision is being recommended)* Budget $9,500 to support and manage the efficient use of clip art and monitoring photos.
9. PURCHASING PROCEDURE *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)* RFP

Carmen Thiel	October 3, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director	Date
Russ Hotsenpiller	October 23, 2018
CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.
- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

SHORT-FORM BUSINESS CASE
Budget Requests $5,500

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Carmen Thiel **Business Area:** Executive Office **Name of Request** *(identify the problem, opportunity or need):* Consulting support for EDM	**Budget Source:** ☐ **Equipment** ■ **Staff** ☐ **Other – please describe**
Date initiated: October 2018	**Date required: April 1, 2019**

1. **BACKGROUND** *(A brief description of the current situation.)*

   A number of clean-up projects, naming of documents and changes to work flow have been identified during the 2018/19 EDM project. As well, if the budget request for photo management software is approved, assistance will be needed to organize, cull and name photos which will be managed by the software

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

   Deleting unnecessary records (duplicates/drafts/transitory) and cleaning up/organizing the thousands of records that have been moved to a centralized SAN.

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

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

5. CRITICAL SUCCESS FACTORS *(What related factors have been identified? What risks are involved?)*
6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION *(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)*
7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)*
8. RECOMMENDED DECISION (*Clearly outline the decision being sought and why this particular decision is being recommended)* Budget $ 5,500 for a consultant to assist staff with ongoing work on EDM clean up/organization; and TOTAL REQUEST: $5,500
9. PURCHASING PROCEDURE *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)* Direct Award

Carmen Thiel	October 17, 2018
Initiator	Date
Julia Mobbs	October 23, 2018
Director	Date
Russ Hotsenpiller	October 23, 2018
CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

Islands Trust

BUSINESS CASE
Budget Requests $102,238

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

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor Director of Local Planning Services	**Budget Source:** ☐ **Equipment** ■ **Staff** Local Planning Service Staff Budget Amount: $102,238 ☐ **Other – please describe**
Operational Unit: Local Planning Services	
Name of Request Extend funding for 2019/20 Fiscal year for Freshwater Specialist	
Date initiated: September 28, 2017	**Date required:** April 1, 2019

1. **BACKGROUND**

In 2017 Trust Council approved funding for a Temporary Freshwater Specialist beginning in June 2017, and extended it one more year to March 31, 2018.

The Senior Freshwater Specialist is a leadership position providing expertise on freshwater issues related outreach, and engagement with government agencies. The Senior Freshwater Specialist provides professional advice to the elected officials for 13 local trust committees (local governments), the Islands Trust Council Executive Committee, Trust Council, the Chief Administrative Officer, Directors, Regional Planning Managers, Island Planners, and other staff on a variety of freshwater issues and initiatives.

As the freshwater expert of the Islands Trust, the position is responsible for providing expert technical advice, education, and advocacy to elected officials, planners, program managers, ministry staff, communities, and other government agencies to ensure that the Islands Trust preserve and protect mandate is upheld. The position participates in the review of applications for water resources for re-zoning applications and provides professional services on freshwater sustainability plans and exercises statutory authority under current legislation.

The primary function of this position is to develop, lead, and implement planning associated with the Islands Trust Strategic Plan priorities for freshwater management and objectives. The position functions as the Islands Trust leading technical authority as a Licensed Scientific Officer. The position directs Islands Trust staff on freshwater policy and resource requirements and initiates and facilitates partnerships with agencies, local governments and other organizations. The position leads the development of innovative freshwater management tools and technologies and supervises professional and technical contractors and staff on a variety of freshwater initiatives and programs. The position reports to the Director of Local Planning Services.

The position has provided extensive additional value in the area of research into freshwater (groundwater and surface water) in the trust area, providing public outreach and education on freshwater issues in the Trust Area, providing a link to other provincial agencies dealing with fresh water issues in the Trust Area, undertaking review and providing advice on fresh water issues, project managing a pilot well monitoring program on Salt Spring island with a view to scaling for other islands in the future, and providing general scientific advice to staff on freshwater in planning matters.

Since July 2017 the position has undertaken the following projects:

1. Support to Salt Spring Island Watershed Management Project (SWIPPA)
2. Review of contaminated aquafer processes
3. Review of DL696 (Keats Island) hydrological assessment report
4. Review of the Hornby Island Water Plan
5. Attendance and participation at Our Groundwater and wells workshops
6. Organised and facilitated a Freshwater Forum
7. Completed three minute videos on freshwater in the Islands Trust Area.
8. Support to planners for a variety of applications
9. Working with Ministry to implement Water Sustainability Act in the Islands Trust Area
10. Well monitoring program on Salt Spring Island
11. Providing technical and scientific support to Hornby groundwater protection and conservation project
12. Providing technical and scientific support to planners for various affordable housing rezoning projects
13. Participating in the Regional District of Nanaimo Drinking Water and Watershed Protection Technical Advisory Committee
14. Liaison with the Cowichan Valley Regional District on the Regional District’s new Drinking water and Watershed Protection service implementation in the Thetis Island Local Trust Area
15. Providing technical and scientific advice, and educational presentations to local trust committees and island communities generally on a variety of groundwater issues.

The Senior Freshwater Specialist has received many inquiries from island residents, trustees, community associations, and government staff that are too numerous to catalogue in this memorandum, which amount for approximately 10 – 25 % of the workload. The growing awareness in island communities that the Islands Trust has a freshwater focused staff has increased the amount of inquires received by the Senior Freshwater Specialist.

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its understanding and approach to dealing with freshwater issues. While the position has freed some planning resources by taking on project management functions for the Salt Spring well monitoring project, the benefits from the position are more in the value added by providing the scientific background and research to support planners, local trust committees and Trust Council (in relation to advocacy advice).

The Local Planning Services Review envisions a scientific position focussed on Sustainability. At present this position is not defined and could be either focussed on sustainability from Freshwater point of view (ground water and surface water research), or from an ecological point of view. Continuation of the Senior Freshwater Specialist would ensure completion of work underway, continued advice to staff and trustees on freshwater issues, and continue to provide educational presentations and materials to the general public.

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

   To allow the position to continue the work being undertaken, to complete documentation and research and provide time transitional support for LPS as the revised structure is implemented over the next 18 to 24 months.

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

   Funding will allow us to continue the temporary Senior Freshwater Specialist position to March 31, 2019.

4. **ALTERNATIVES CONSIDERED** *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and*

   1. Approve funding less than requested. This would result in less hours being available and less deliverables completed over the 2019/20 Fiscal Year.
   2. Not fund the position. This may result in loss of scientific expertise in freshwater, and handing off of project management of the pilot well monitoring program on Salt Spring to planning staff, or ending the program.

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

   Successful completion of the salt spring well monitoring program, with recommendations for scaling to other islands; improved resources for planners on freshwater issues; improved knowledge of freshwater for island residents; and solid basis for advocacy for freshwater issues.

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

   None. The recommended approach would result in status quo in regard to current processes.

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

   Continues to develop and provide scientific advice in relation to freshwater. No additional costs anticipated over additional funding for the position.

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

   Approve the funding as requested.

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

   Continuation of current position.

David Marlor, MCIP, RPP	September 28, 2018
Initiator	Date
David Marlor, MCIP, RPP	September 28, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

Islands Trust

SHORT-FORM BUSINESS CASE
Budget Requests $84,090

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

TO BE COMPLETED BY INITIATOR

Initiated by: Islands Trust Conservancy Board **Business Area:** Islands Trust Conservancy **Name of Request** Covenant Monitoring and Outreach Specialist (auxiliary (temporary), with possible continuation subject to evaluation)	**Budget Source:** ☐ **Equipment** ☒ **Staff** Amount: $84,090 ☐ **Other – please describe**
Date initiated: September 25, 2018	**Date required:** June 1, 2019

1. **BACKGROUND** *(A brief description of the current situation.)*

The Islands Trust Conservancy (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. The ITC Board has recently adopted a Five Year Plan and a Regional Conservation Plan. Recognizing upcoming needs for property management the ITC Board considered a Business Solutions Options Document at its September 2018 meeting and agreed to recommend to the Islands Trust Council that the 2019-2020 budget include funding for one new auxiliary Covenant Monitoring and Outreach Specialist position and that financial planning for the 2020-2021 budget include a vision for a new fundraising position.

The ITC has 4.8 staff positions which will be increased to 5.0 in early 2019. The last staff increase was in 2009/10 to add the position of Property Management Specialist. Since the addition of the Property Management Specialist, the ITC has acquired 10 additional nature reserves (176 ha) and 21 covenants (154 ha).

The ITC currently budgets $65,000 for property management and $13,000 for communications. The ITC currently spends about $30,000 on property monitoring via contract,

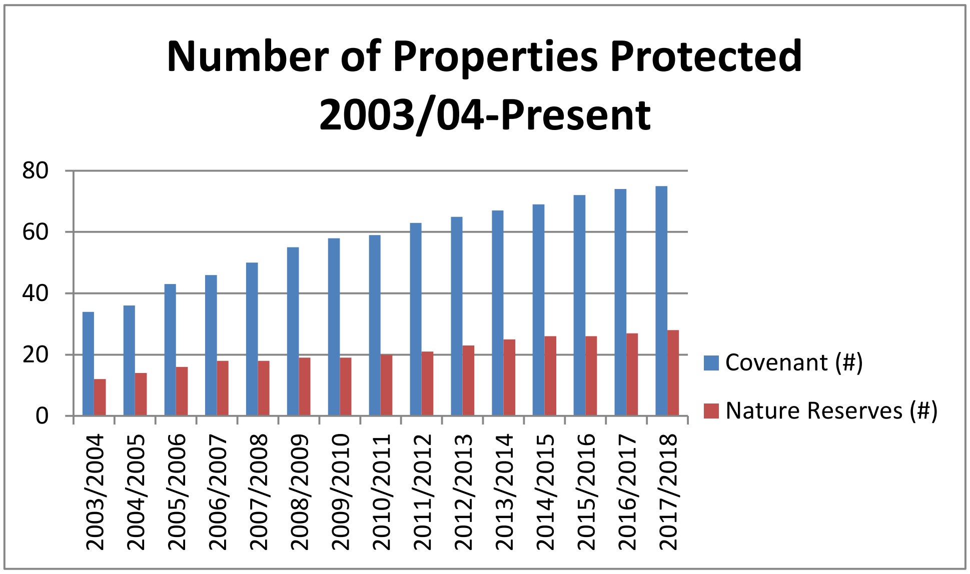

Figure 3. Number of Islands Trust Conservancy protected areas by fiscal year since 2003/2004.

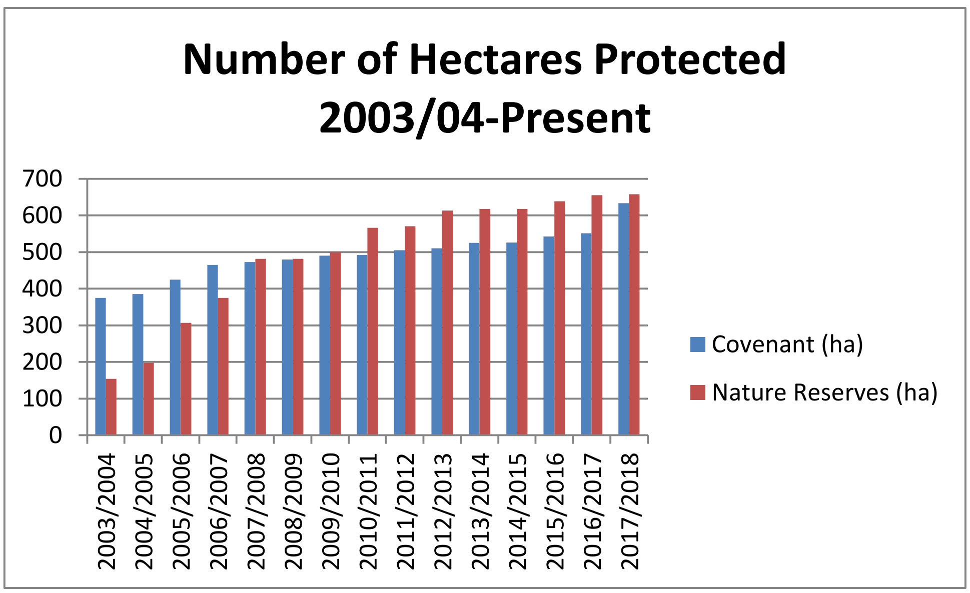

Figure 4. Hectares of Islands Trust Conservancy protected area by fiscal year since 2003/2004.

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

The ITC currently manages 104 properties and takes on approximately three new properties each year as nature reserves or conservation covenants.

The ITC Five-year Plan and Regional Conservation Plan identify continued land securement, responsible property management, engagement with First Nations and effective communication as goals for the

ITC. The Conservancy Board has identified that it requires additional staff capacity to achieve the goals and objectives of these guiding documents. The ITC and Islands Trust commitment to First Nations engagement is expressed in both the Five-Year Plan and the ten-year Regional Conservation Plan. Land management, including responsible management of nature reserves with archaeological and cultural values, is one of the leading ways Islands Trust can promote for reconciliation..

In addition, in recent years, increasing property monitoring and management planning costs have resulted in a reduction in funding for on-the-ground property management.

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

The creation of a Covenant Monitoring and Outreach Specialist will assist the ITC in meeting its property management obligations, nurturing ongoing relationships with covenant landowners, and building and maintaining relationships with First Nations.

The new position will take on the responsibilities of covenant monitoring (approx. four-five months of effort), including trespass and breach investigation, and will support new outreach programs for the remaining five months. The existing Property Management Specialist position will be directed to focus on nature reserve management, including development of Property Management Plans, relationship building with First Nations, and more active, on-the-ground property management, including invasive species management, ecological restoration, recreation management and species surveys.

An anticipated savings of $15,000 - $20,000 in the property management budget from reduced reliance on contracted property monitors will be redirected in 2019/20 to assist with First Nations engagement and growing property management needs.

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

In considering current property management challenges, the ITC Board considered a Business Solutions Options Document with additional staffing options. To maintain historic property management needs in absence of a new staff position, a budget increase would be needed (Option 1, below). Increased budget would be spent on management plans, annual property monitoring cost increases and on-the-ground property management (e.g. invasive species, rare species and recreational management), but would limit First Nations engagement, revision of old management plans, archaeological/cultural site surveys and staff presence on islands. The ITC Board did not find a 'status quo' approach to be an option without significant revision of its current programs and plans. The options are described below.

1. <u>Increasing the current property management budget</u>

Financial implications: increase of $22,500 to Property Management base budget

Benefits: less impact to budget; addresses anticipated increase in property monitoring and required, ongoing revisions to management plans

Weaknesses: provides limited staff presence on islands, provides minimal time for First Nations engagement

2. Adding two staff positions (Fundraising Specialist & Covenant Monitoring and Outreach Specialist)

   Financial implications: Approximately $156,600 in the first year to start two new positions in June, approximately $181,430 in subsequent years. Note that costs for a Covenant Monitoring and Outreach Specialist are higher than for a Fundraising Specialist due to travel needs.

   Benefits: Supports ITC to capitalize on name change for fundraising; more in-house property management; more on-island presence; increased First Nations engagement; dynamic/well rounded team; possible leveraging of property management costs and fundraising of acquisition costs; better maintenance of donor and landowner relationships

   Weaknesses: too much change in a time of large staff changes (see below) and too much change in a short time frame; large budget request all at once, ITC fundraising strategies need further refinement to provide more guidance for a Fundraising Specialist

3. Status Quo

   Financial implications: None

   Benefits: No increase to budget.

   Threats: ITC will be unable to manage its lands to the current standard and will need to identify areas to cut back its work. ITC will need to consider suspending new land securement in order to limit future property management needs. Suspension of land securement may impact Trust Council programs such as the Natural Area Protection Tax Exemption Program.

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

Having the new position start as soon as possible will help ensure successful property monitoring and management. Staff will develop and send the new job description for classification in 2018/19 so as to not hold up the hiring process in the 2019/20 fiscal year.

The ITC has had a consistent property monitoring contractor since 1999 but this contractor is retiring in 2019. The change will be significant for many covenant landowners and ITC partners and strong, active communication will be critical. Current covenant landowners as well as conservancy and parks agency partners will be considered stakeholders for communication purposes should the new position be implemented. Communications regarding changes in property monitoring and management will be communicated in the new year prior to property monitoring. Effective transition to a new monitor will mitigate the risk of damaging landowner and partner relationships.

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

At time of writing (October 4, 2018), the ITC is in a period of change. Currently the ITC Manager and Administrative Assistant are on temporary assignment with the Provincial Government. Existing staff members have moved into acting roles as Manager and Ecosystem Protection Specialist, leaving the Property Management Specialist position vacant. The ITC hopes to hire a Property Management Specialist by the end of 2018 and is also planning for the Acting Ecosystem Protection Specialist's six month leave, which begins at the end of February 2019. Additionally, the current property monitoring contractor, who has held the contract for almost twenty years, will be retiring in 2019.

The ITC Board considered current changes and agreed that they provided an opportunity to evaluate the current property management model and to bring property monitoring in-house on a trial basis. The Board proposed starting the Covenant Monitoring and Outreach Specialist position as an auxiliary position with a view towards evaluating its effectiveness towards the end of 2019 to inform the 2020-2021 budget cycle. Existing staff have been consulted as stakeholders and their input has been considered. The Director of LPS was also consulted to evaluate potential efficiencies across units.

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

The 2019-2020 cost is estimated at $84,090, this includes travel, training and equipment for a 10 month position. If the position is continued into 2020-2021, there will be no additional needs for equipment purchase and costs are anticipated to be approximately $95,130 annually.

Budget Summary			
Salary + Benefits	$	68,945	*Ongoing fiscal year cost will be $82,734*
Travel	$	10,996	*Ongoing fiscal year cost*
Cell Phone	$	650	*Ongoing fiscal year cost*
Computer – Laptop	$	2,750	*One-time expense*
Computer – Desktop	$	-	
Training	$	750	*Ongoing fiscal year cost (may decrease over time)*
TOTAL COST OF NEW POSITION in 1st year	**$**	**84,090**	

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

Approve the funding as requested.

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

Recruitment as per Islands Trust recruitment policy.

Kate Emmings, A/Manager, ITC	October 4, 2018
Initiator	Date
Clare Frater, Director, TAS	October 17, 2018
Director/CAO	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BUSINESS CASE
Budget Requests $8,847

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Robert Kojima, RPM **Operational Unit:** LPS **Name of Request**: Planner 2 – Southern Team	**Budget Source:** ☐ **Equipment** ■ **Staff** Local Planning Service Staff Budget Amount: $8,847 ☐ **Other – please describe**
Date initiated: October 19, 2018	**Date required:** April 1, 2019

1. BACKGROUND

The request is to make the current acting Planner 2 position on the southern team permanent, and to eliminate the vacant Planner 1 position. The Southern Team currently has a permanent Planner 1 position, however for the past 2 years the incumbent has been filling the position as an Acting Planner 2. This has been in response to demand created by complex rezoning, development permits, and temporary use permit applications; along with demand for graphic design support.

The Local Planning Services review has identified a need for a full-time FTE lower than a Planner 1, to undertake routine current planning referrals for all local trust committees, which would replace the more routine work done by Planner 1 positions. Implementation of a Planning Technician would further free up this position's time to re-allocate to more complex development applications. Re-classifying the position to a permanent Planner 2 would also implement the LPS review's recommendation of moving to more specialist planners, including specialist development (or current) planners.

The position would also provide specialized graphic design applicable to all of LPS and TAS, as one of the specializations required in LPS under the new structure.

The LPS Review identifies implementation of 'developmental positions' by which experienced staff can advance from Planner 1 to Planner 2.

Finally, the LPS review identifies staff retention as an issue. Making the long-time acting position permanent would provide incentives to attract and retain qualified planning staff, and follows on the LPS review concept of moving from developmental planning positions.

Making the acting Planner 2 position permanent would implement changes proposed to LPS in the review, continue to provide support for complex applications, support senior planners to focus on community planning provide for efficiency of service delivery, and support staff development and retention.

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

   Implement LPS review need for dedicated current planning specialist at a classification responsible for complex applications

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

   Continue to allow senior planners to focus on project work and LTC support, continue to provide graphic design support to LPS and TAS

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

   Not approve funding – continue as Acting Planner 2

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

   None.

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

   None, incumbent has been acting Planner 2 for over 2 years

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

   Costs would be minimal – incumbent is currently acting in position, no capital or implementation costs, other than required recruitment procedures.

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

   Approve the funding as requested.

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

Competitive process as per PSA and collective agreement.

Robert Kojima, RPM	October 19, 2018
Initiator	Date
David Marlor, DLPS	October 19, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

Islands Trust

SHORT-FORM BUSINESS CASE
Budget Requests $9,293

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

TO BE COMPLETED BY INITIATOR

Initiated by: Stefan Cermak, RPM	**Budget Source:** Local Planning Services Staffing Budget
Operational Unit: LPS	
Name of Request: Island Planner – Salt Spring Island	**Budget Amount:** $9,293
Date initiated: October 19, 2018	**Date required:** April 1, 2019

1. BACKGROUND

The request is to make the current acting Island Planner position on the Salt Spring team permanent, and to eliminate the vacant Planner 2 position.

The Salt Spring Island Local Trust Committee (SSI LTC) has seen an unprecedented growth in the volume of complex development applications, referrals and enquiries. These challenges led to decreased staff resources being allocated to SSI LTC projects. Staff allocation to SSI LTC projects were further stressed with difficulty recruiting a senior planner. In response, the SSI LTC requested, and was awarded, extra resources. The extra resources were allocated by temporarily promoting the Planner 2 to an Island Planner, extending the contract of a Planner 1 working out of the northern office to the Salt Spring team, and extending the terms of a contract planner to deal with various complex applications. The extra resources allowed advancement of deferred project work to resume and the timely processing of complex applications - as well as maintenance of efficient application, referral, and enquiry processing.

The proposal to permanently replace the Planner 2 position with an Island Planner would permit management to allocate more resources to project at slight expense to processing times for moderately complex applications. Table 1 below compares the organizational chart, the current "extra resources" and the proposed change.

Table 1 Salt Spring Planners

Organizational Chart	Current Planners	Proposed
Island Planner	Island Planner	Island Planner
Planner 2	Acting Island Planner*	Island Planner
Planner 1	Planner 1	Planner 1

Planner 1	Planner 1 (2 part-time positions)	Planner 1 (currently 2 part-time positions)
	Planner 1*	
	Contract Planner[t]	
	Contract Planner[tt]	

*appointed. Expires Jan. 2019
[t]contract expires Nov. 2018
[tt]contract expires Jan. 2019

The demand for greater senior level planning is ongoing as Salt Spring Island wrestles with complex issues of affordable housing, community infrastructure issues, interagency cooperation, increased First Nations issues, and other planning related issues.

Examples of complex applications include development applications totalling over 250 units of affordable housing, an expanded medical clinic with an attached seniors affordable housing complex proposing 50 units, a seniors care facility considering an additional 100 units, and an "alternative treatment" cancer clinic being proposed. Major marinas are being rebuilt, hotels are being rebuilt, and cannabis production and retail sales issues are in need of being addressed. Almost 20 rezoning applications are being processed and over 80 applications are open.

Examples of projects being considered include addressing the conflict between the demand for increased density and affordable housing with the lack of community services and increased need for interagency cooperation. While various applications address these issues on a site level, project work is being delivered, or is needed, that addresses these challenges island wide. One example is that a senior planner is required to help interface between the deferred authority given from Trust Council to the SSI LTC to coordinate the Salt Spring Island Watershed Protection Alliance (SSIWPA) which could lead to an island wide water management plan. Other examples include trying to conclude an Industrial Land Uses project which is designed to encourage socio-economic diversity and to enhance economic sustainability and security on Salt Spring Island by meeting the needs for commercial industrial lands for the next 25 years.

The demand for the extra resources on Salt Spring Island have already been demonstrated and implemented. However, the assignment of extra resources was only temporary. The brief description of complex applications and projects are not issues that can be simply contracted out or deferred – they are issues that require relationship building and effective leadership, they require a dedicated senior planner.

The replacement of a Planner 2 for an Island Planner for Salt Spring Island compliments recommendations in the Local Planning Services (LPS) review. The LPS review proposes to create a new Planning Technician (starting in Fiscal year 2020/21) to manage the more routine work of a Planner 1 across all local trust committees. The volume of such work on Salt Spring Island is significant. However, if successfully implemented, this would allow Planner 1's to at least somewhat, manage the loss of a Planner 2 and thereby address processing of moderately complex applications.

As well, the LPS Review identifies implementation of 'developmental positions' by which experienced staff can advance to senior positions. Creating an additional senior planning position creates a new opportunity for planners seeking to work out of the Salt Spring office although it does eliminate an intermediate planning position. It is worth noting that resolution to Salt Spring staffing issues has largely come from the advancement of Islands Trust junior planning staff to senior planning positions.

In summary, making the acting Island Planner position permanent would implement changes proposed in the LPS review, continue to provide support for complex projects, support complex applications, support senior planners to focus on community planning provide for efficiency of service delivery, and support staff development and retention.

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

   Addressing need for senior planning services on Salt Spring Island to process complex applications and project work.

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

   Permanently changing the Planner 2 position to an Island Planner position would allow increased allocation of resources to complex application work and projects.

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

   Alternative 1: Create a new Island Planner position, and keep the Planner 2 position – Creating a new Island Planner position would increase planning capacity in the Salt Spring Office by 25 per cent and address the current demand for processing complex development applications and project work on Salt Spring Island. This need has been demonstrated in the volume of complex applications and project work. This would also address the unresolved issue of Salt Spring receiving planning services from a southern team planner to manage SSIWPA.

   The cost would be $91,325 in the first year, based on 10 months' salary and start-up costs, and an estimated $105,000 annually

   Alternative 2: Add an additional 0.5 FTE Island Planner.
   This proposal would result in Salt Spring having 1.5 Island Planners, one Planner 2 and two Planner 1s. This proposal would help address the volume of applications with a 12 per cent increase in planning capacity in the Salt Spring Island office.

   The cost would be $50,112 in the first year, based on 10 months' salary and start-up costs, and an estimated $55,605 annually

   Alternative 3: Status quo. Not approve funding – revert to original organization chart – Acting Island Planner reverts to Planner 2, "extra" Planner 1 contract is not renewed, contract Planner's contract expires. The impact of this is significant reduction in project work and continued challenges with processing development applications. Negates the intent of the approved increase in resources requested by the Salt Spring Island Local Trust

Committee and supported by both the Financial Planning Committee and the Executive Committee.

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

   Efficient delivery of planning services. Salt Spring Island Local Trust Committee recently lobbied for and received extra resources. If the status quo is reverted to, the SSI LTC is likely to lobby again and it is again foreseeable that resources may again be cobbled together in an unsustainable manner.

   Staff development and retention. Creating more opportunities for stable on-island employment and development would lead to greater staff retention. In contrast, limiting staff development has led to numerous planners over time seeking employment elsewhere.

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

   Minimal. Incumbent has been acting Island Planner for several months.

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

   Costs would be minimal - $10,000. Incumbent is currently in acting position, no capital or implementation costs other than required recruitment procedures. (Note that similar capital or implementation costs would apply if choosing to also extend part-time Planner 1 to full-time).

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

   Approve the funding as requested.

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

   Competitive process as per PSA and collective agreement.

Stefan Cermak, RPM	October 26, 2018
Initiator	Date
David Marlor, DLPS	October 26, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:

Date received: November 30, 2018	Approved: ☐ YES ☐ NO

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

BUSINESS CASE
Budget Requests $103,462

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

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor Director of Local Planning Services **Operational Unit:** Local Planning Services **Name of Request** Create permanent position of Senior Intergovernmental Policy Advisor (SIPA)	**Budget Source:** ☐ **Equipment** ■ **<u>Staff</u>** Local Planning Service Staff Budget Amount: $103,462 *NOTE:* If recruiting, likely won't have position until June, so could prorate for 2019/20 at $86,220. ☐ **Other – please describe**
Date initiated: September 28, 2018	**Date required:** April 1, 2019

BACKGROUND

In 2016 Trust Council approved funding for a Temporary Senior Intergovernmental Policy Advisor (SIPA). This position began in June 2016 and ended on March 31, 2018. In the 2018/19 Fiscal Year funding has been used on a contract basis to provide specific deliverables.

The position has provided extensive additional value in the area of improving our engagement and relations with all 36 First Nations with an interest in the Trust Area. The work has involved policy amendments at the Trust Council level as well as new procedural approaches to engaging First Nations during development applications and during local trust committee initiated projects. The position has also provided input into the Islands Trust Policy Statement Review, and undertaken community outreach and educational session on the islands in relation to First Nation issues. By March 31, 2018, deliverables will include documentation for planning services on the new approach to First Nations engagement, an in-house database of all First Nations accessible to staff and trustees, and a strategy to engage first nations for the Islands Trust Policy Statement Review.

Generally the position has been well received as adding value to the organisation, and helping the organisation improve its approach and relations with First Nations. In reviewing the position and our organisation needs beyond March 31, 2019, Staff is of the option that there is still some outstanding work with First Nations that should be completed. Further, there is a need for an advisor to staff and trustees on First Nations engagement and issues that may arise. With this in mind, Staff recommend that Trust Council should continue provide funding for a consulting position at the current hours of service levels ($95,000). Beyond March 31, 2019, the funding could be reduced to $50,000 to provide staff and trustees with access to a consultant on issues that arise and continuing engagement with First Nations.

The permanent position job description would be amended to include liaison with all government ministries as well as all First Nations. The focus is on developing and maintaining relationships with First Nations, with Provincial and Federal ministries, providing advice to staff and trustees, local trust committees, Trust Council, Islands Trust Conservancy, Executive Committee and Bowen Muncipality.

Appendix 1 contains a chronological list of specific projects and documents completed by the Senior Intergovernmental Policy Advisor position in the last three years.

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

   To ensure that work undertaken in improving relations with First Nations continues beyond March 31, 2019, and to provide capacity to improve and maintain relationships with First Nations and Provicinal and Federal ministries and departments.

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

   Funding will allow us to continue to contract with a specialist on First Nations and intergovernmental relations.

3. **ALTERNATIVES CONSIDERED** *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and*

   1. Approve funding less than requested. This would result in less hours being available and less deliverables completed year-to-year.
   2. Not fund the position. This may result in First Nations relations not advancing beyond where the organisation is today. Lack of a specialist could result in regression of relations. No additional capacity to develop and maintain provincial and federal relationships.

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

   Continued advances in relationship building with first nations. Noticeable organisational change in approach in dealing with First Nations. Improvements in relationships with Provincial and Federal government agencies.

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

   None. The recommended approach would result in status quo in regard to current processes.

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

   Improve and advance relationship with First Nations, and Provincial and Federal relationships.

7. RECOMMENDED DECISION (*Clearly outline the decision being sought and why this particular decision is being recommended)* Approve the funding as requested.
8. PURCHASING PROCEDURE *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)* As per purchasing and recruitment policy.

David Marlor, MCIP, RPP	September 28, 2018
Initiator	Date
David Marlor, MCIP, RPP	September 28, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October 23, 2018	**Approved:** ☒ **Yes** ☐ **No**

Next steps:

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

Appendix 1: Work completed by Senior Intergovernmental Policy Advisor from July 2016 to August 2017.

July 2016

Trust-Wide/Corporate Initiatives:

- Initial Policy Statement Analysis for FN Engagement G:\LPS\SIPA\July 2016\Review Policy Statement wrt FNs July 11 2016.docx
- FN Engagement Strategy for Policy Statement Amendments G:\LPS\SIPA\July 2016\Preliminary Engagement Concept Plan July15 2016.docx
- Summary of Key Concerns/Priorities Already Stated by First Nations to Islands Trust G:\LPS\SIPA\July 2016\Analysis of First Nations Priorities July 2016.docx
- Advice, research, editing and review of multiple initiatives

Local Trust Committees

- DENMAN LTC: Letter of Invite to a Community to Community meeting with Snuneymuxw Nation G:\LPS\SIPA\July 2016\05 DE-LTC-LTR-2016-07-07 to Komoks.doc FM edits July11 2016.doc

August 2016

Trust-Wide/Corporate Initiatives:

- Initial list of 36 First Nations with asserted rights and title, and treaty rights in the Trust Area G:\LPS\SIPA\Aug 2016\List of 36 First Nations Aug25 2016.docx
- Request For Decision to Executive Committee: Advocacy Regarding Archaeological Sites G:\EXEC\Agendas\Business\2016\Aug 31\TAS\RFD re archeology advocacy.pdf
- Request For Decision to Executive Committee: First Nations Relationship Building Principles G:\EXEC\Agendas\Business\2016\Aug 17\TAS\RFD – draft principles for FN relations – EC comments.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

Local Planning Committees:

- SSI LTC: Pilot Proposal for Amended FN Referral Letters and Process G:\LPS\SIPA\Aug 2016\Proposed new approach to referral letters Aug18 2016.docx

September 2016

Trust-Wide/Corporate Initiatives:

- Draft First Nation Language and Tone Guide for staff review and use G:\LPS\SIPA\Sept 2016\FN Communication Tone and Language Guide Sept2016.docx
- Briefing Note to Executive Committee: Draft First Nations Language and Tone Guide G:\LPS\SIPA\Sept 2016\BRIEFING Draft FN Language and Tone Guide EC Oct5 2016 (2).docx
- Draft FN Database Organization G:\LPS\SIPA\Sept 2016\FN database whiteboard thoughts.jpg

- Initial draft of 21 month program for SIPA G:\LPS\SIPA\Sept 2016\Senior Intergovernmental Policy Advisor 21m Work Plan.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

October 2016

Trust-Wide/Corporate Initiatives:

- Performance Review of Proposed 21-month Program Outcomes for SIPA G:\LPS\SIPA\Oct 2016\First Nations Relationship Blg Nov2016 Mar2018.docx
- Finalized List of 37 First Nations in Trust Area with asserted Aboriginal rights and title and treaty rights G:\LPS\SIPA\Oct 2016\List of 37 First Nations.docx
- Overall Engagement Strategy on Policy Statement Amendments G:\LPS\SIPA\Oct 2016\Overall Engagement Strategy on Policy Statement Amendments.docx
- Request for Decision to Trust Council: Adoption of First Nations Principles as Policy G:\LPS\SIPA\Oct 2016\REQUEST FOR DECISION adoption of Guiding Principles of First Nations Engagement Oct21 2016.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives

Local Planning Committees:

- SATURNA LTC: Staff Report on Saturna FN Reconciliation Development G:\LPS\SIPA\Nov 2016\STAFF REPORT Saturna FN Reconciliation Devmt Sept30.docxGR.pdf
- SATURNA LTC: C2C Funding Application G:\LPS\SIPA\Oct 2016\c2c-2016-17-fall-application-form SILTC.doc

November 2016

Trust-Wide/Corporate Initiatives:

- Request for Decision to Trust Council: First Nations and Public Engagement G:\LPS\SIPA\Nov 2016\RFD First Nations and Public Engagement.pdf
- RFD Appendix 1: Draft First Nations Engagement Principles Policy 6.1.i. G:\LPS\SIPA\Nov 2016\Appendix 1 DRAFT 61i First Nations Engagement Principles Policy.pdf
- RFD Appendix 2: First Nations and Public Engagement Charter v.1 G:\LPS\SIPA\Nov 2016\Appendix 2 DRAFT Project Charter FN and Public Engagement Plan.pdf
- RFD Appendix 3: RFD attachment: First Nations and Public Engagement Principles Implementation Project Charter Summary G:\LPS\SIPA\Nov 2016\RFD ATTACHMENT Overall First Nations and Public Engagement Strategy on Policy Statement Amendments (2).docx
- Initial Weight-of-Claim Categories for trustees and staff to prioritize FN relationship-building priorities G:\LPS\SIPA\Nov 2016\First Nations Reserve lands Treaty status wrt to the Trust Area.docx

- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Launching FN webpage on Islands Trust website

Local Planning Committees:

- HORNBY LTC: Staff Report on Long term relationship-building program with local First Nations G:\LPS\SIPA\Nov 2016\STAFF REPORT Hornby FN Relationship Blg Nov25 2016.docx
- GABRIOLA LTC: Letter to Snuneymuxw Nation Congratulating on their Specific Claim Settlement G:\LPS\SIPA\Nov 2016\draft Snuneymuxw letter Nov 22.docx
- SATURNA LTC Community Event: SENĆOŦEN History of Saturna Islands G:\LPS\SIPA\Nov 2016\Saturna C to C Draft Agenda.pdf

December 2016

Trust-Wide/Corporate Initiatives:

- FN Relationship Building Schedule of Tasks Dec.2016 – March 2017 G:\LPS\SIPA\Dec 2016\FN Relationship Building Schedule of Tasks Dec2016 June 2017.docx
- **PRESENTATION:** Trust Council presentation on Douglas Treaties and the Gulf Islands G:\LPS\SIPA\Dec 2016\Douglas Treaties and the Gulf Islands Dec2016.pptx
- Briefing for Trust Council on Marine Protection Tools G:\EXEC\Council\Meetings\2016\Dec – Salt Spring\RFDs and Briefing\TAS\Marine Protection Tools – Briefing.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- N. PENDER LTC (and S. PENDER LTC): Staff Report on Long term relationship-building program with local First Nations G:\LPS\SIPA\Dec 2016\STAFF REPORT North Pender FN Relationship Blg Nov29 2016.docx
- **PRESENTATION**: N. Pender Community presentation and Discussion
- SATURNA LTC: Letter of Appreciation for Engagement with Saturna Island Community and an invitation to a C2C (Community to Community) meeting G:\LPS\SIPA\Dec 2016\SILTC letter to Tsawout Tseycum FNs Dec2016.pdf

January 2017

Trust-Wide/Corporate Initiatives:

- List of 37 First Nations in the Trust Area, organized by tribal associations and including website links and contact information G:\LPS\SIPA\Jan 2017\37 First Nations in the Islands Trust Area.docx and G:\LPS\SIPA\Jan 2017\37 Trust Area FN web links contacts.xlsx

- Revised presentation for website and community presentations: Douglas Treaty and the Gulf Islands G:\LPS\SIPA\Jan 2017\Douglas Treaties and the Gulf Islands Dec2016.pptx
- Map of 37 First Nations using location coordinates of band offices G:\LPS\SIPA\Jan 2017\Map Trust Area FNs draft.pdf
- Update on 27 First Nation Initiatives in Islands Trust Area G:\LPS\SIPA\Jan 2017\Trust Area FN Initiatives Jan2017.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- SSI LTC: In-Camera Staff Report: First Nations Heritage and Cultural Site Inventory + First Nations Relationship Building (no document link available)
- THETIS LTC: Letter to Penelakut Seafoods on the successful passing of bylaw No. 97 G:\LPS\SIPA\Jan 2017\TH Certified bylaw to applicant.docx

February 2017

Trust-Wide:

- Revised presentation on Douglas Treaty and the Gulf Islands G:\LPS\SIPA\Feb 2017\Douglas Treaties and the Gulf Islands FM2.pptx
- New presentation of 37 First Nations and the Gulf Islands, presented at February 2017 LPS Professional Development Day (and to VIU's planning students) G:\LPS\SIPA\Feb 2017\37 First Nations and the Gulf Islands FM1.pptx
- Request for Decision to Trust Council on Marine Protection Tools G:\LPS\SIPA\Marine Protection Tools Briefing\Marine Protection tools – RFD.docx
- RFD on Marine Protection Tools Attachments G:\LPS\SIPA\Feb 2017\Attachment A Local Planning Tools Summary.docx and G:\LPS\SIPA\Feb 2017\Attachment B Trust Area FN Marine Priorities Feb2017.docx
- Public handout for staff and trustees to use: February update on FN initiatives, FN websites, new FN Engagement Principles Policy and FN Marine Priorities as found in available FN marine use plans G:\LPS\SIPA\Feb 2017\Islands Trust FN Engagement Principles Policy and FN Initiatives Update Feb2017.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- MAYNE LTC: Staff Report on Long term relationship-building program with local First Nations G:\LPS\SIPA\Feb 2017\STAFF REPORT Mayne FN Reconciliation Project Plan Mar17 2017.docx

- SATURNA LTC: Staff Report on Project Charter for First Nations Reconciliation Activities G:\LPS\SIPA\Feb 2017\STAFF REPORT Saturna FN Reconciliation Project Plan Feb10 2017.docx

March 2017

Trust-Wide:

- March update on FN Initiatives G:\LPS\SIPA\Mar 2017\Trust Area FN InitiativesMarch2017.docx
- **PRESENTATION**: Trust Council presentation on archaeology and FN Issues
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- LASQUETI LTC, DENMAN/HORNBY LTC and GABRIOLA LTC combined application for C2C funding G:\LPS\SIPA\Mar 2017\c2c-2016-17-fall-application-form_SILTC.pdf
- MAYNE LTC: Staff Report on G:\LPS\SIPA\April 2017\STAFF REPORT Mayne FN Reconciliation Project Plan Mar17 2017.docx
- **PRESENTATION**: Mayne community presentation and discussion
- **PRESENTATION**: Thetis Community Presentation and Discussion

April 2017

Trust-Wide:

- First Nations and Public Engagement Project Status Report: July 2016 – March 2017 G:\LPS\SIPA\April 2017\Status Report Islands Trust July 2016 March 2017.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives (including FN contacts for SWIIPA)
- Expanding FN webpage on Islands Trust website
- **PRESENTATION**: Trust Fund Board of Directors presentation and discussion

Local Planning Committees:

- DENMAN/HORNBY LTCs: Staff Report on Developing a Shared Narrative of Hornby/Denman Island with local First Nations G:\LPS\SIPA\April 2017\STAFF REPORT Shared Narrative of Place with Komoks Denman Hornby April24 2017.docx and G:\LPS\SIPA\April 2017\Draft Project Charter HornbyDenman LTCs.pub
- GAMBIER LTC: Staff Report on Developing a Shared Narrative of Gambier Island with local First Nations G:\LPS\SIPA\April 2017\STAFF REPORT Gambier Shared Narrative of Place with Squamish April20 2017.docx and G:\LPS\SIPA\April 2017\Draft Project Charter Gambier LTC.pub
- **PRESENTATION:** Lasqueti Community Map Party and FN Presentation and Discussion

- **PRESENTATION:** Galiano Community presentation and Discussion

May 2017

Trust-Wide:

- Briefing Note to Trust Council for FN and Marine Work Update G:\LPS\SIPA\May 2017\FN Charter update – Briefing Note.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website
- **PRESENTATION**: Regional Conservation Plan Workshop (ITF) May 1 (Nanaimo) and May 4 (Sidney)

Local Planning Committees:

- MAYNE LTC: Staff Rep[ort on Shared Narrative of Place with Tsartlip G:\LPS\SIPA\May 2017\STAFF REPORT Shared Narrative of Place with Tsartlip FN May8 2017.docx

June 2017

Trust-Wide:

- Letter to Omni Group, in support of Penelakut Tribe request for access for archaeological research G:\LPS\SIPA\June 2017\draft letter to Omni re Channel Ridge June23 2017.docx
- Revised presentation "First Nations and the Gulf Islands: History, Lands and Treaties" G:\LPS\SIPA\June 2017\First Nations and the Gulf Islands – History Lands Treaties .pptx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- N. PENDER LTC: Staff Memo on James Island Registered Statutory Right of Way – Educational Access G:\LPS\SIPA\June 2017\Memo James Island Covenant SROW 1687187.dotx
- SATURNA LTC: Staff Report on Draft OCP Amendments G:\LPS\SIPA\June 2017\Staff Report Saturna LTC OCP Amendments June.docx
- GABRIOLA LTC: Community to Community Funding Application G:\LPS\SIPA\June 2017\Gabriola Island LTC c2c June30 2017 summer appl.doc and G:\LPS\SIPA\June 2017\Gabriola Island C2C Summer June30 2017 Appl Budget.docx
- **PRESENTATION**: Bowen Community Presentation and Discussion at BIM Council meeting
- **PRESENTATION**: Hornby Community presentation and Discussion
- **PRESENTATION**: Denman Community presentation and Discussion

July 2017

Trust-Wide:

- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- GABRIOLA LTC: Staff Report and Project Charter G:\LPS\SIPA\July 2017\Staff Report Gabriola LTC FN Relations July13 2017.docx and G:\LPS\SIPA\July 2017\Project Charter First Nations Relationship Building.pub
- SATURNA LTC: Text for 13-Moon Sign for Saturna Community G:\LPS\SIPA\July 2017\A Brief History of the WSÁNEĆ People (Saturna 13-Moon Sign) July6 2017.docx
- HORNBY LTC: Staff Memo on K'omoks leadership day with Denman and Hornby trustees G:\LPS\SIPA\July 2017\Memo Hornby LTC Update July 14 Komoks visit.dotx
- GAMBIER LTC: Revised Staff Report on Shared Narrative of Place with Squamish G:\LPS\SIPA\July 2017\Shared Narrative of Place Gambier Squamish July18 2017 – Staff Report.docx and G:\LPS\SIPA\July 2017\Shared Narrative of Place Gambier Squamish July17 2017 – Attachment 1.docx
- **PRESENTATION:** Keats community presentation and discussion (with Sonja Zupanec)

August 2017

Trust-Wide:

- Request for Decision to Executive Committee on Policy Statement Amendment First Nations and Public Engagement Plan G:\LPS\SIPA\Aug 2017\EC-2017-policy stmt amendment engagement plan-RFD.docx
- PowerPoint on Policy Statement Amendment Process G:\LPS\SIPA\Aug 2017\Islands Trust Policy Statement Amendments.pptx
- Request for Decision to Executive Decision on First Nations and Marine Work Beyond March 2018 G:\LPS\SIPA\Aug 2017\EC-2017-First Nations and Marine work Beyond March 2018-RFD.docx and Outcomes of SIPA Position since July 2016.docx
- Database Research for Key FN Documents for Trustees and Staff to start reading and using (sharing through emails and LAN)
- Advice, research, editing and review of multiple initiatives
- Expanding FN webpage on Islands Trust website

Local Planning Committees:

- **PRESENTATION**: Mudge Island community presentation and discussion
- SSI LTC: In-Camera Staff Report on Next Steps for SSI Heritage Inventory Study (document not available)

Follow-Through Tasks Currently Underway for September 2017 to March 2018

Trust-Wide:

- FN Database Completion and Protocols for updates
- Shoreline Protection Work Plans for three pilot LTCs:
  - Lasqueti LTC and Tla'Amin Nation,
  - Denman/Hornby LTCs and K'omoks Nation and
  - Galiano LTC and Penelakut Tribe
- Staff and Trustee FN Orientation Program, including FN Language and Tone Guide, PowerPoint presentations and cultural sensitivity training
- Policy Statement FN Engagement Plan and Implementation
- Referral Efficiency Workshop with FN Referral staff
- FN Webpage Design to capture all FN-related work and Protocols for updates

Local Planning Committees:

- SATURNA LTC: (1) Provide support and FN connections for a 13-moon community sign and (2) Work with trustees to finalize a text for an OCP amendment to the "Deep History" of Saturna Island
- MAYNE LTC: October workshop with Tsartlip members on SENCOTEN language revival
- S.PENDER AND N. PENDER LTCs: (1) Follow-up with Saanich Tribes and Tribal School on final processes to access James Island and (2) a Project Charter for an early spring FN workshop at the Canal site.
- GALIANO LTC: In coordination with Penelakut Tribe, develop the Dock Review and a Dock Management Plan
- SALT SPRING LTC: (1) Share the SSI FN Heritage Inventory Study with the 13 FNs with asserted rights and title, and treaty rights, on SSI and (2) work with trustees to finalize a text for an OCP amendment reflecting the "Deep History of SSI"
- THETIS LTC: Explore Valdez Island Conservancy willingness to engage with Lyackson First Nation
- GABRIOLA LTC: (1) Community Presentation and Discussion in September and (2) a Follow-up Presentation by members of Snuneymuxw Nation
- DENMAN AND HORNBY LTCs: (1) Community presentation by members of K'omoks and (2) a Shoreline protection work plan and (3) work with trustees to finalize a text for an OCP amendment reflecting a "deep History of Denman and Hornby Islands".
- LASQUETI LTC: Work with Tla'Amin Nation about how and when to approach other FNs with interests in Lasqueti about the shoreline protection program developed by the Island Planner, Sonja Zupanec
- GAMBIER LTC: (1) Amend LTC business templates (agendas, letters, etc) to reflect simple bilingual phrases (English and Squamish) and (2) work with the Squamish Education Department to determine additional phrases (and pronunciation guide) that can be incorporated into other bilingual documents
- BOWEN ISLAND MUNICIPALITY: Share all Squamish bilingual opportunities that Gambier LTC implements and other LTC projects to acknowledge "Deep History" in OCPs

March to July 2018 (contract)

- Development of Local Trust Committee information booklets on First Nations, specific to each LTC

- Development of Trustee toolkit for use by trustees when engaging with First Nations
- Development of Staff toolkit for use by planners and other staff when engaging with First Nations on applications, projects or other work.

Islands Trust

SHORT-FORM BUSINESS CASE
Budget Requests $15,000

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Ann Kjerulf, Regional Planning Manager **Operational Unit:** Northern Office **Name of Request**: Co-op Student Planner	**Budget Source:** ☐ **Equipment** ■ **<u>Staff</u>** Local Planning Service Staff Budget Amount: $15,000 ☐ **Other – please describe**
Date initiated: October 5, 2018	**Date required:** May 1, 2019

1. **BACKGROUND**

   Local Planning Services has used co-op positions every year over the summer, rotating the position between the three offices as demand requires. Last year the position was originally planned for the Northern Office, but went to Salt Spring to help with high application volumes and planner shortage.

   During the summer of 2017, the Northern Team benefited from the support of a co-op student planner. This individual assisted with planning enquiries and non-complex applications and referrals, which are typically the work of an entry-level planner.

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

   The Co-op Student Planner benefits by gaining work experience related to their education. The Islands Trust benefits from having addition support at the entry planner level and to cover planning staff absences during the summer months. Vancouver Island University or other planning schools benefit through placement of a master's degree student in local planning employment. Furthermore, there is the potential longer-term opportunity for co-op students to be hired as full-time Islands Trust employees.

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

   A co-op student planner for the summer of 2018 will provide additional support for enquiries, and non-complex applications and referrals. Enquiry coverage is particularly helpful during the summer months when there tend to be a greater volume of staff absences.

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

    1. Not approve funding = lost opportunity to attract and retain qualified AND trained staff in the future

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

    Co-op students tend to be very receptive to handling a wide range of tasks; they may be unfamiliar with the complex, political nature of the Islands Trust. However, the co-op placement is an excellent learning opportunity.

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

    None.

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

    Time and resources are required for the first week to training the employee. After the first week, the amount of support for the employee decreases as they begin to work independently.

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

    Approve the funding as requested.

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

    Establishment of a new Co-op Student Planner position for summer 2019.

Ann Kjerulf	October 24, 2018
Initiator	Date
David Marlor	October 24, 2018
Director	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received: October	**Approved: ☒ Yes ☐ No**
Next steps:	

- Islands Trust management has received this business case and recommends inclusion of this item in the 2019/20 budget at the stated amount.

- Financial Planning Committee will review this business case at their November 21, 2018 meeting and support or deny this budget request. Supported budget requests will be included in the draft 2019/20 budget as FPC-recommended budget items. This draft budget will be forwarded to Trust Council for review at their January 2019 meeting.

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 12, 2019
From:	Salt Spring Island Local Trust Committee	**Date Prepared:**	February 5, 2019
SUBJECT:	Salt Spring Island Water Sustainability – Special Property Tax Requisition		

RECOMMENDATION:
THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $98,500 in its 2019/20 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The special property tax requisition of $98 500 will be used to fund the additional operations of the Salt Spring Island Local Trust Committee in exercising its delegated authority to coordinate the work of the Salt Spring Island Watershed Protection Authority (SSIWPA).

PURPOSE

The purpose of this Request for Decision is to request that Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $98,500 in its 2019/20 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

BACKGROUND

On June 10, 2013, Trust Council approved Bylaw 154, a bylaw that delegates certain additional powers to the Salt Spring Island Local Trust Committee to support the preservation and protection of water quality and quantity within the Salt Spring Island Local Trust Area. Specifically, Bylaw 154 delegates the SSILTC the powers (from *Islands Trust Act* section 8.2(b)) to:

- *coordinate* and *assist* in the *determination* of regional, improvement district and government of British Columbia policies; and
- *coordinate* the *implementation* and *carrying out* of regional, improvement district and government of British Columbia policies.

Bylaw 154 also requires that funding for related operations be achieved through a special tax requisition within the Salt Spring Island Local Trust Area, where related expenditures will be $5,000 or more.

The purpose of SSIWPA is to:

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

To date, coordination of SSIWPA operations has been performed by a contractor with some administrative and other assistance from Islands Trust staff.

The SSIWPA Steering Committee holds regular meetings to develop strategies and recommendations to the member agencies in order to secure the long-term health, protection and stewardship of watersheds, surface and groundwater resources. These meetings are a forum for member agency representatives to cooperatively determine information gaps, and to coordinate joint actions to fill those gaps. The Steering Committee also relies on technical review, advice and reports prepared by its Technical Working Group and Conservation and Efficiency Working Group, which consist of member agency staff and local volunteers with inter-disciplinary professional qualifications related to integrated freshwater resource management.

SSIWPA focused on the issue of water quality in the St. Mary Lake watershed in 2014-15; undertaking community-based research and monitoring, and integrating both technical and public advisory in a multi-stakeholder planning process that resulted in the "Integrated Watershed Management Plan for the St. Mary Lake Watershed 2015" on Salt Spring Island.

In 2016, SSIWPA expanded its focus from the St. Mary Lake Watershed to an island-wide effort called the Integrated Watershed Management Program (IWM) in order to coordinate efforts by member agencies to quantify water availability in select watersheds, and a mechanism to begin to estimate groundwater budgets through survey, modelling and monitoring, on an island scale. Member agencies developed collaborative projects to achieve the goals of this program.

The 2017 Annual Report documents progress on the many inter-related projects in the IWM.

In 2018, SSIWPA also developed the Salt Spring Island Water Sustainability Framework through a strategic planning process that included members of Steering Committee and Working Groups. The Framework replaces the IWM program charter. The Framework as guidance document serves as an iterative tool for focussing collaborative efforts by multiple government and non-government groups in order to achieve the purpose of SSIWPA, and for tracking progress and relationships between actions and results.

The Salt Spring Island Local Trust Committee is requesting a special tax requisition for a seventh year, in order to continue coordinating the work of SSIWPA.

SPECIAL PROPERTY TAX REQUISITION

Pursuant to Trust Council Policy 6.3.ii, an individual Local Trust Committee can request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees. Special property tax requisitions are approved by Islands Trust Council and must be formally requested by resolution of the Local Trust Committee. Trust Council Policy 6.3.ii includes a checklist for LTCs to follow - attached as Appendix 1.

At its January 29, 2019 meeting, Salt Spring Island Local Trust Committee passed the following resolution:

SS-2019-05
It was MOVED and SECONDED,
that the Salt Spring Island Local Trust Committee approve the attached Request for Decision dated January 21, 2019 and authorize staff to forward it for consideration to Islands Trust Council, accompanied by the minutes and comment sheets from the January 26, 2019 Community Information Meeting and Town Hall, as well as any additional correspondence received.

CARRIED
Trustee Grove OPPOSED

In accordance with *Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition*, the proposed special property tax requisition of $98,500 for 2019/20 went through a public consultation stage, both locally, and along with the overall Trust Council budget of 2019/20. A FAQ information sheet features the SSI LTC special tax requisition and has been posted on the Salt Spring Island Local Trust Committee website along with a background information sheet on the work.

As of publication of this staff report, the following local consultation plan has been implemented:

- Community Information Meeting on Salt Spring Island, January 26, 2019 advertised on multiple platforms, including *Gulf Islands Driftwood Newspaper* (January 21, 2019 edition), Salt Spring Exchange, Islands Trust website and both SSI LTC and SSIWPA e-mail subscriber lists. (see Appendix 4 for minutes of that meeting).
- Updated FAQ and background documents posted to the SSI Water Sustainability project website.

Further Trust Council Special Property Tax Requisition consultation is anticipated as follows:

- Notice of the Salt Spring Island Special Property Tax Requisition will be included in the Trust Council 2018-19 Budget Consultation Package.
- A Trust Council Budget ad will be placed in at least two issues of the *Gulf Islands Driftwood*.
- Trust Council budget information will be posted Salt Spring Island Exchange website.
- A FAQ information sheet on the Salt Spring Island Property Tax Requisition will be linked in the Trust Council 2019/20 Budget Consultation Package.
- A News Update will be posted on Salt Spring web page seeking public input on tax requisition for watershed management.
- Invitations for feedback will be sent out using the Salt Spring Islands Trust Subscription Notice.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
The Salt Spring Island Local Trust Committee (SSI LTC) intends to continue to use the requisitioned funds to support coordination of the Salt Spring Island Watershed Protection Alliance (SSIWPA) (formerly the Salt Spring Watershed Protection Authority) – a multi-agency body dedicated to watershed protection on Salt Spring Island through collaborative watershed management.

Inclusion of the funds enables the continuation of contract coordination services to administer and manage SSIWPA's operations and projects on behalf of the SSI LTC. Some additional administrative work related to contract management, financial management, management of grant awards and related SSI LTC work is undertaken by Islands Trust staff.

FINANCIAL:
The taxation implications of this decision would relate only to the Salt Spring Island Local Trust Area. The funds requisitioned would be spent to fund the additional operations of the SSI LTC, pursuant to the additional powers that Trust Council has delegated to it (coordination of SSIWPA).

The proposed budget is:

Coordinator Contract(s)	$ 83,700
Meeting Costs:	$ 5,500
Events and Comm.	$ 9,300
Total	**$98,500**

Please also see Appendix 2 for the proposed SSIWPA 2019-20 Operations Budget.

POLICY:
No implications for current policy.

IMPLEMENTATION/COMMUNICATIONS:
If approved, the request for a special tax requisition within the Salt Spring Island Local Trust Area would be delivered to the Minister of Finance, along with the rest of the Islands Trust property tax requisition request.

RELEVANT POLICY

Islands Trust Council Bylaw 154
14(3)(iii) of the Islands Trust Act
Islands Trust Council Policy 6.3.ii -- Special Property Tax Requisition

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ATTACHMENTS

Appendix 1 – Trust Council Policy 6.3.ii checklist.
Appendix 2 – SSIWPA Proposed Operations Budget – 2018/19
Appendix 3 – Advertisement – SSI Community Information Meeting
Appendix 4 – Draft Minutes - January 26, 2019 Community Information Meeting and Town Hall
Appendix 5 – Comment Sheets – January 26, 2019 Community Information Meeting and Town Hall
Appendix 6 – Correspondence received by LTC during budget consultation period

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RESPONSE OPTIONS

Recommended:
THAT the Islands Trust Council include a special property tax requisition for the Salt Spring Island Local Trust Area in the amount of $98 500 in its 2018/19 annual budget, to fund additional operations of the Salt Spring Island Local Trust Committee in preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area.

Alternatives:

1. That the Islands Trust Council include a special property tax requisition for the 2019/20 fiscal year for a lesser amount than requested by the SSILTC
2. That the Islands Trust Council include a special property tax requisition for the 2019/20 fiscal year for a greater amount than requested by the SSILTC.
3. That the Islands Trust Council does not include a special property tax requisition for the Salt Spring Island Local Trust Area for the 2018/19 fiscal year.

Prepared By:

Jason Youmans, Island Planner, Local Planning Services, January 21, 2019 (updated January 29, 2019)

Reviewed By/Date:

Salt Spring Island Local Trust Committee, January 29, 2019
Financial Planning Committee, DATE
Russ Hotsenpiller, CAO, DATE
David Marlor, DLPS, DATE

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 13, 2019
From:	Julia Mobbs, Director Administrative Services	**Date Prepared:**	February 14, 2019

SUBJECT: **FINANCIAL PLAN BYLAW, 2019/20**

RECOMMENDATION:

1. That Islands Trust Council Bylaw 176, cited as the “Financial Plan Bylaw, 2019/20” be Read a First Time.
2. That Islands Trust Council Bylaw 176, cited as the “Financial Plan Bylaw, 2019/20” be Read a Second Time.
3. That Islands Trust Council Bylaw 176, cited as the “Financial Plan Bylaw, 2019/20” be Read a Third Time.
4. That Islands Trust Council Bylaw 176, cited as the “Financial Plan Bylaw, 2019/20” be forwarded to the Minister of Municipal Affairs and Housing for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Financial Plan for 2019/20 must be adopted by Bylaw prior to implementation.

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1 PURPOSE:

The Financial Plan Bylaw is the formal document approving the budget for the 2019/20 fiscal year. After three readings, if approved, the bylaw is forwarded to the Minister of Municipal Affairs and Housing for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval of the Financial Plan Bylaw is required prior to its implementation.

2 BACKGROUND:

The Financial Plan Bylaw focuses on the current fiscal year budget, but also includes projections for the following four fiscal years. The worksheet used to create the projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four year projection are as follows:

Consumer Price Index (CPI)	CPI has been reflected based on the most recently released area statistics, rounded to 2.0%
Fees and Sales	An increase of $40,000 is budgeted in the 2019/20 when compared to the approved 2018/19 budget. The 4 year projection from fiscal 2019/20 include an inflationary factor of 2.0%.
Provincial Grant	A budget of $180,000 has been included as in past years. This funding level has been maintained for the five-year period.

Non-market Growth	An annual 1.0% non-market growth rate is anticipated. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool.
Property Tax Changes	It is anticipated that property tax increases will closely match the expected expenditures increases, ranging from 1.25% ro 1.75% across the 5 year period.
Property Tax Levy – Bowen Island	The methodology for the Bowen Island Tax Levy calculation is described in the *Islands Trust Act* and is influenced by a number of factors. An estimate of the levy based on the calculation and planned expenditures is included in the financial plan. The levy, expressed as a percentage of the total budget, remains fairly stable across the projected years at 4.1% - 4.5% of total budget.
Special Levies, Local Trust Committees	Special Levies are contemplated on an as-needed basis. The current five-year plan includes the continued Special Levy for the Salt Spring Island Watershed Protection Alliance (SSIWPA) to the end of fiscal year2020/21. No other special levies are included.
Interest and Other Income	Interest and Other Income is expected to remain consistent.
Expenditures (Trust Council, Local Planning, Trust Fund and Administration)	Service levels are expected to remain consistent.
Expenditures – Programs	Program expenditures are based on historical spending and are adjusted to reflect lower spending on programs during election years, when time is dedicated to orienting a new Council. Expenditures are increased slightly annually to account for anticipated inflation and expected salary increases.
General Revenue Fund Surplus (GRSF)	Per Policy 6.5.1 *Reserves and Surplus*, the “recommended minimum amount of money to be contained within the General Revenue Surplus Fund is three months of expenses net of three months of revenue, excluding revenues from property taxes or the provincial grant.” The five-year plan as presented anticipates that this level of minimum balance will be maintained within a 1% margin.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Approval of this Bylaw allows staff to implement the Islands Trust Council approved budget.

FINANCIAL: As described in the budget background documents.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement as described in budget background documents.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):
Municipal Revenue Tax Calculation Policy 7.2.vi.
General Revenue Fund Surplus Policy 6.5.i.

5 ATTACHMENT(S):
Bylaw 176 Financial Plan Bylaw 2019/20

<u>RESPONSE OPTIONS</u>

Recommendation:
That Trust Council perform three readings of the Financial Plan Bylaw, 2019/20 and advance the Bylaw to the Minister of Municipal Affairs and Housing for approval.

Alternative: No alternatives identified.

Prepared By: Julia Mobbs, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer

ISLANDS TRUST - Proposed Budget - 5 Year Budget Projection

5 Year Financial Plan
2019 -2024

	2019/20	2020/21	2021/22	2022/23	2023/2024
				election year	
Tax increase	*2.00%*	*1.50%*	*1.25%*	*1.75%*	*1.50%*
Revenue					
Fees and Sales	160,000	163,200	166,464	169,793	173,189
Provincial Grant	180,000	180,000	180,000	180,000	180,000
Property Tax Revenue:					
Property Tax Levy prior year	6,501,701	6,696,752	6,864,171	7,052,935	7,282,156
Non-market Growth Current Year	65,017	66,968	102,963	105,794	109,232
Increased Taxes in Current Year	130,034	100,451	85,802	123,426	109,232
Total Property Tax Revenue	6,696,752	6,864,171	7,052,935	7,282,156	7,500,621
Transfer from GRSF - for Elections	7,000	-	-	78,000	-
Transfer from GFSF - for Projects/General	68,000	39,000	-	-	-
Transfer from LTC Specific Reserve Fund	75,000	-	-	-	-
Property Tax Levy - Bowen	329,635	335,744	351,311	338,936	367,921
Special Levy - LTCs	98,500	98,500	-	-	-
Interest Income	80,000	80,000	80,000	80,000	80,000
Grant and Other Income	164,000	12,000	12,000	12,000	12,000
Revenue Subtotal	**7,858,886**	**7,772,614**	**7,842,711**	**8,140,885**	**8,313,731**
Expenditures					
Trust Council (no Admin or Projects)	859,423	869,472	891,861	909,698	1,077,892
Local Planning (no Admin or Projects)	4,056,843	4,138,070	4,220,474	4,305,223	4,391,289
Islands Trust Conservancy (no Admin or Projects)	650,102	663,104	676,367	689,894	703,692
Administration	1,822,518	1,858,968	1,896,147	1,934,070	1,972,752
Projects - Trust Council	125,350	125,000	125,000	155,000	125,000
Projects & OCP - LPS	181,650	75,000	75,000	75,000	75,000
Projects - ITC	7,000	-	-	-	-
Projects - Administration	120,500	7,500	5,000	135,000	5,000
Projects - Funded by Special Levies	98,500	98,500	-	-	-
Projects - Funded by Grants + Other income	12,000	12,000	12,000	12,000	12,000
Contribution to Surplus Funds	-	-	15,861	-	26,106
Expenditure Subtotal	**7,933,886**	**7,847,614**	**7,917,710**	**8,215,885**	**8,388,731**
Less non-cash items - Amortization	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Total Cash Requirement	**7,858,886**	**7,772,614**	**7,842,710**	**8,140,885**	**8,313,731**
Accumulated Surplus Balance	**2,076,880**	**2,037,880**	**2,053,741**	**1,975,741**	**2,001,847**

Per Policy 6.5.1, the minimum balance to maintain in the General Revenue Surplus Fund is "Three months of expenses net of three months of revenue, excluding revenues from property taxes or the provincial grant"

	2019/20	2020/21	2021/22	2022/23	2023/2024
Minimum Balance Required per Policy	$ 1,882,472	$ 1,898,103	$ 1,914,812	$ 1,988,523	$ 1,993,385
Accumulated Surplus Balance as a % of Minimum Required	110%	107%	107%	99%	100%

ISLANDS TRUST COUNCIL

BYLAW NO. 176

****
A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2019/20 through 2023/24

****
The Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

1. Schedule "A" attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2018 and ending March 31, 2019, and for the subsequent four fiscal years, and further that;

2. This Bylaw may be cited for all purposes as the "Islands Trust Financial Plan Bylaw, 2018/19".

READ A FIRST TIME THIS	13^{TH}	DAY OF	MARCH	, 2019
READ A SECOND TIME THIS	13^{TH}	DAY OF	MARCH	, 2019
READ A THIRD TIME THIS	13^{TH}	DAY OF	MARCH	, 2019
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS AND HOUSING THIS		DAY OF		, 2019
ADOPTED THIS		DAY OF		, 2019

______________________________ SECRETARY

______________________________ CHAIR

ISLANDS TRUST
Bylaw 176
Schedule A

Revenue	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/2024**
Provincial Funding	180,000	180,000	180,000	180,000	180,000
Property Taxes **	7,026,000	7,200,000	7,404,000	7,621,000	7,869,000
Special Levy - Local Trust Committees	99,000	99,000	-	-	-
Fees	160,000	163,000	166,000	170,000	173,000
Transfer from General Revenue Surplus Fund	75,000	39,000	-	78,000	-
Transfer from LTC Specific Fund	75,000	-	-	-	-
Interest and Other	244,000	92,000	92,000	92,000	92,000
Total Revenue	**7,859,000**	**7,773,000**	**7,842,000**	**8,141,000**	**8,314,000**
Expenditures					
Trust Council	1,310,000	1,311,000	1,340,000	1,424,000	1,576,000
Local Planning	5,750,000	5,663,000	5,670,000	5,869,000	5,865,000
Islands Trust Conservancy	874,000	874,000	891,000	923,000	922,000
Transfer to General Revenue Surplus Fund	-	-	16,000	-	26,000
Less non-cash items - amortization	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Total Expenditures	**7,859,000**	**7,773,000**	**7,842,000**	**8,141,000**	**8,314,000**
Contribution to (Draw from) Surplus/Reserves	**(150,000)**	**(39,000)**	**16,000**	**(78,000)**	**26,000**
	-	-	-	-	-

** Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	6,696,753	6,864,000	7,053,000	7,282,000	7,501,000
Bowen Island Municipality Property Tax Levy	329,635	336,000	351,000	339,000	368,000
Total	7,026,387	7,200,000	7,404,000	7,621,000	7,869,000

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 13, 2019
From:	Julia Mobbs, Director Administrative Services	**Date Prepared:**	February 14, 2019

SUBJECT: **REVENUE ANTICIPATION BORROWING BYLAW**

RECOMMENDATION:

1. That Islands Trust Council Bylaw 177, cited as the "Revenue Anticipation Borrowing Bylaw 2019-20" be Read a First Time.
2. That Islands Trust Council Bylaw 177, cited as the "Revenue Anticipation Borrowing Bylaw 2019-20" be Read a Second Time.
3. That Islands Trust Council Bylaw 177, cited as the "Revenue Anticipation Borrowing Bylaw 2019-20" be Read a Third Time.
4. That Islands Trust Council Bylaw 177, cited as the 'Revenue Anticipation Borrowing Bylaw 2019-20" be forwarded to the Minister of Municipal Affairs and Housing for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The *Local Government Act* requires local governments to enact a "borrowing bylaw" before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues.

1 PURPOSE:

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12,* to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval.

2 BACKGROUND:

This requirement is particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds. The bylaw specifies a limit of $1,000,000 and an interest rate not to exceed 2% per annum over bank prime. Islands Trust currently is able to borrow at an interest rate equal to the bank prime rate.

No borrowing has been required for several years.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: The ability to borrow is enabled by adoption of the bylaw.

FINANCIAL: Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):
Islands Trust Act, Section.8(3); Local Government Act, Sections 821 and 822

5 ATTACHMENT(S):
Bylaw 177 Revenue Anticipation Bylaw

RESPONSE OPTIONS

Recommendation:
That Islands Trust Council perform three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Municipal Affairs and Housing.

Alternative: None identified.

Prepared By: Julia Mobbs, Director Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer
Financial Planning Committee
Executive Committee

ISLANDS TRUST COUNCIL

BYLAW NO. 177

****

A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2019 - 2020 in Anticipation of Revenue

****

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8.3 of the *Islands Trust Act*, Section 12 of B.C. Regulations 119/90 and Sections 821 and 822 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Municipal Affairs and Housing, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2019 - 2020 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE the Islands Trust enacts as follows:

1. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw, 2019 - 2020".
2. The Islands Trust shall be and is hereby authorized to borrow upon the credit of the Islands Trust an amount or amounts not exceeding $1,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of the Islands Trust and the Treasurer of the Islands Trust.
4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall when received on account of the 2019 - 2020 budget, be used to repay the money so borrowed.

READ A FIRST TIME THIS	13TH	DAY OF	MARCH	, 2019
READ A SECOND TIME THIS	13TH	DAY OF	MARCH	, 2019
READ A THIRD TIME THIS	13TH	DAY OF	MARCH	, 2019
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS AND HOUSING THIS		DAY OF		, 2019
ADOPTED THIS		DAY OF		, 2019

SECRETARY

CHAIR

Top Priorities

Financial Planning Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Finalize the 2019/20 Budget and forward to Ministry for approval.	**Current:** Reviewed the proposed 2019/20 Budget at Feb 20, 2019 meeting, including the results of the public consultation. Reviewed the RFDs for the Financial Plan Bylaw and Borrowing Anticipation Bylaw. **Planned:** Forward proposed budget to Trust Council meeting in March 2019 for approval, with subsequent forwarding to the Ministry for approval.	01-Feb-2019	Julia Mobbs	31-Mar-2019
2	Complete the 2018/19 Forecast	**Current:** Reviewed the 2018/19 Forecast based on Q3 actual results at the Feb 20, 2019 FPC meeting. **Planned:** Forward the briefing to the March 2019 Trust Council meeting.	20-Feb-2019	Julia Mobbs	14-Mar-2019
3	Conduct the 2018/19 Year-end Audit	**Current:** Discuss audit planning with KPMG and put together the 2018/19 audit package and schedule. **Planned:** Review the 2018/19 Audited FS with KPMG at the May 2019 Audit Committee Meeting. Forward the Audited FS and Audit Findings Report to the June 2019 Trust Council Meeting.	20-Feb-2019	Julia Mobbs	31-May-2019

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 20, 2019
From:	Julia Mobbs, Director, Administrative Services	**Date Prepared:**	February 7, 2019

SUBJECT: **Bowen Island Municipality 2019/20 Tax Levy**

PURPOSE:
To provide a high level analysis of the Bowen Island Municipal (BIM) tax levy and factors that have led to recent increases in the amount levied.

BACKGROUND:
In the 2018/19 budget the BIM tax levy increased by 21% and is proposed to increase by 13% in the 2019/20 budget. These recent year increases to the BIM tax levy have exceeded tax increases seen by other Local Trust Areas (LTAs) in the same years. This has sparked conversation as to whether or not Trust Council's *Policy 7.2.6 Municipal Tax Requisition Calculation* in its current state is a fair and appropriate representation of the legislated principles outlined in the Islands Trust Act related to municipal contributions to Islands Trust. Furthermore, it identifies a need to better highlight and explain the factors that have contributed to the BIM tax levy increases.
This briefing addresses the latter discussion point, addressing the factors that have contributed to the increased BIM tax levy in the draft 2019/20 budget. Consideration is being undertaken as to the equitability of municipal contributions against contributions seen by other local trust areas and findings will be communicated as uncovered.

Legislation and Policy:
To provide context, we review the Islands Trust Act which addresses the principles upon which *Policy 7.2.6 Municipal Tax Requisition Calculation* has been derived:
The Islands Trust Act section 47 (2) reads as follows:

> *(2) On or before April 25 in each year, the minister may deliver requisitions*
>
> *(a) to the Minister of Finance in relation to*
>
> *(i) the cost of operations of the trust council and the executive committee, except the operations of the executive committee acting as a local trust committee under section 23 (5), and the administrative operations of the Islands Trust Conservancy, and*
>
> *(ii) the cost of operations of the local trust committees, and*
>
> *(b) to each municipality in the trust area in relation to*
>
> *(i) the cost of operations of the trust council and the executive committee, except the operations of the executive committee acting as a local trust committee under section 23 (5), and*
>
> *(ii) the cost of administrative operations of the Islands Trust Conservancy.*

The Islands Trust Act section 47 (6) reads as follows:

(6) The amount that is to be recovered by means of requisitions under subsections (2) (a) (i) and (2) (b) must be apportioned between the municipalities and the local trust areas on the basis of the converted value of land and improvements in the trust area.

Trust Council's *Policy 7.2.6 Municipal Tax Requisition Calculation* details how these pieces of legislation are applied within the budgeting process for Trust Council.

Application:

Factors that influence the value of municipal requisitions include the following:

- **Trust Council (TC) expenses**: Islands Trust Municipalities contribute to all (100%) of these expenses. Consequently, as these expenses increase or decrease the contribution to these expenses will increase or decrease also. Items, such as elections expenses, which are included in TC expenses but are not applicable to Bowen Island Municipality, are removed from the calculation in acknowledgment that island municipalities do not use these services.
- **Islands Trust Conservancy (ITC) expenses**: Islands Trust Municipalities contribute to all (100%) of these expenses. Consequently, as these expenses increase or decrease the contribution to these expenses will increase or decrease also.
- **Administration expenses:** Islands Trust allocates administration expenses proportionally to its three functional areas: local planning, TC and ITC. Islands Trust Municipalities contribute only to the portion of administration expenses allocated to TC and ITC operations. Allocation of administration expenses is based on the portion of expenses that each functional area is expected to consume. For example, if TC expenses make up 18% of the Islands Trust budget (pre-administration), TC will be allocated 18% of total administration costs.
- **Converted Assessment Values (i.e.: Municipal Property Values):** Changes in property values within a municipality relative to changes seen in local trust areas influence the value of the municipal requisition. The rate applied to all expense areas mentioned above (TC, ITC, and administration) is based on how much of the Islands Trust Area property value 'pie' is within the municipality. Thus, as the distribution of property values among local trust areas shifts, so will the rate at which island municipalities contribute to the Islands Trust budget.
- **Transfers from Surplus:** Transfers from Islands Trust's surplus funds are a source of funding. Consequently, in years were greater funding is generated from surplus funds, less funding will be required from other sources, such as taxes. To acknowledge this principle, Island municipalities receive partial credit for transfers from surplus. The value of surplus credits is based on the nature of the project being funded by the surplus monies. If a project is related to TC, ITC, or administration, island municipalities will receive their share of credit (based on converted assessment values). Where surplus funds are paying for projects related to Local Planning Services, no credit is applied as these services are not part of funding previously taxed to the municipality.

Analysis of Proposed 2019/20 BIM Tax Levy:

An increase of approximately 13% ($37,500) over last year's BIM tax levy has been proposed in the draft 2019/20 budget. This increase is due to the following factors:

- **Trust Council (TC) expenses,** normalized for elections expense, have increased by approximately 7% ($69,000) over prior year. BIM's share of this increase, based on converted assessment values, equates to $13,000.
- **Islands Trust Conservancy (ITC) expenses** have increased by approximately 19% ($105,000) over prior year. BIM's share of this increase, based on converted assessment values, is $20,000.
- **Administration expenses** have decreased by approximately 7% ($136,000). However, the proportion of overall administration expenses allocated to TC and ITC has increased slightly Therefore BIM is contributing to 28.5% of total administration costs in the draft 2019/20 budget, which is an increase over prior year when they contributed to 26.3% of total administration costs. The impact to the BIM levy of the reduction in overall admin expenses and the increase in the admin allocation rate is approximately $1,000.

- **Converted Assessment Values** have not contributed to any change in the proposed BIM tax levy as the portion of BIM converted assessments as a percentage of total Islands Trust converted assessment values remains the same as prior year, at 18.7%.
- **Transfers from Surplus** have decreased significantly over prior year. The portion of surplus funds included in the calculation of the BIM tax levy has dropped from $201,000 in the prior year to $174,000 in the current year – a reduction of approximately $27,000. This results in an increase to the BIM levy of approximately $5,000.

The above changes generate a net increase of approximately $37,000, which accounts for 99% of the $37,500 increase seen in the proposed 2019/20 BIM tax levy.

Bird's Eye View Analysis: A different way to assess the calculation:

Trust Council expenses, inclusive of their allocation of administration costs + Islands Trust Conservancy expenses, inclusive of their allocation of administration costs make up 29% of the total draft 2019/20 budget. BIM contributes to this 29% at a rate of 18.7% (their converted assessment value 'share of the Islands Trust pie'). This translates to BIM taking financial responsibly for 5.3% of total expenses in the Islands Trust budget. In monetary terms, this equates to $421,000.

Several credits are afforded to BIM for items buried in Trust Council expenses that are not related to them (such as by-elections expenses, applications sponsored by Executive Committee, elected officials liability insurance) totaling a $15,000 reduction. Additional credits for non-tax funding sources received by Islands Trust (provincial grant, transfers from surplus funds, and interest income) generates additional credits of $70,000.

This bird's eye view analysis results in an expected net financial levy to BIM of $336,000. The prescribed formula set out in *Policy 7.2.6 Municipal Tax Requisition Calculation* generates a levy of $331,500.

ATTACHMENT(S):

1. None.

FOLLOW-UP:

Staff will review *Policy 7.2.6 Municipal Tax Requisition Calculation* as previously directed by Financial Planning Committee to determine if changes to the formula used to calculate municipal contributions are recommended.

Further analysis will be undertaken to determine if tax levies requisitioned from island municipalities are equitable against those levied from other local trust areas.

If directed, staff will undertake further analysis of the factors contributing to the proposed 2019/20 BIM tax levy increase.

If directed, staff will undertake analysis of historical increases to the BIM tax levy.

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