Financial Planning Committee
Revised Agenda

Date: Friday, November 25, 2022
Time: 10:00 am - 3:00 pm
Location: Electronic Zoom Meeting

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10. BUSINESS - OTHER

10.1 FPC Draft Meeting Schedule for 2023 - RFD 222 - 224

1. That Financial Planning Committee adopt the proposed meeting dates for the 2023 calendar year as presented.

2. That Financial Planning Committee direct staff to schedule all 2023 FPC meeting dates as electronic meetings.

11. BUSINESS - NEW

12. WORK PROGRAM 225 - 225

That Financial Planning Committee forward its work program to Trust Council for approval.

13. NEXT MEETING

As per direction from Committee. Proposed next meeting is Wednesday, January 18, 2023, from 10:00 a.m. to 3:00 p.m.

14. CLOSED MEETING

If desired:

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (quote the pertinent section here, for example, (1)(a) personal information about...) and that the recorder and staff [attend/not attend] the meeting.

15. RISE AND REPORT

If desired.

16. ADJOURNMENT

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

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: December 6, 2022

From: **Susan Yates**

Date Prepared: November 21, 2022

SUBJECT: **In-person Trust Council meetings in 2023/24**

RECOMMENDATION:

That Trust Council ensure that the 2023/24 Budget to allow for four in-person Council meeting.

That Trust Council schedule at least two of the in-person Council meetings to take place on the Islands our mandate pertains to.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Trust Council will have to consider this request in the context of the proposed 2023/24 draft budget.

PURPOSE: To request that Trust Council ensure that the 2023/24 Budget to allow for four in-person Council meetings, and that at least two of the in-person Council meetings take place on the Islands our mandate pertains to.

1 BACKGROUND:

Until Covid shut down in-person Council meetings, all of the quarterly Trust Council meetings were in person and open to the public. Zoom meetings were a very good bridge to get Council through the pandemic. They are still a good way to have many meetings of Council members, such as Committee meetings and webinar instruction meetings. Trust Council, however, should revert to meeting in person as soon as possible because:

- There has been an obvious degradation in the kinds of discussions and quality of Council decision-making in zoom meetings. I have observed this over the past 4 years. As a dedicated reporter, I probably attended more hours of Council than a few of the Trustees over the past term.
- We are a new Council and we need to start off seeing each other at every Council meeting over the next year, and beyond.
- There are technical problems and frustrating delays with Trustees not getting workable internet connections from their home islands.
- Trustees discuss issues that are important to them during Council meeting breaks, and during meals together. Much can be accomplished to strengthen camaraderie and the will to move forward as a federation when informal discussions add to what is discussed during Council meetings.
- Long zoom meetings are lonely and depressing; no matter how important or uplifting the issues at hand may be.

For the past almost 50 years, Trust Council members travelled to at least 2 of the Islands in the Trust Area to have Council meetings, and observed the ties that bind all of us as Council members: the ferries, the land and seascapes, the village areas, cultural heritage, and during lunch breaks on Day 2 of Council, something special about the host island. I still remember the wonders of these short field trips from 35 years ago. More recently, I saw how valuable it was for Trustees to visit the new (at that time) library and refurbished lighthouse on Mayne Island, the Millard Learning Centre on Galiano, and the Gabriola Commons with its unique zoning. We have yet to visit the green burial sites on Denman or Salt Spring; two places islanders sometimes ask me about.

When Council is held on one of the Trust Islands, residents of that island are encouraged to attend Council and see why they are, or should be, supporting the Islands Trust and their Local Trustees. Having heard comments from fellow islanders about this, I know it is the kind of support that the Trust needs, now more than ever.

When Council is held on one of the Trust Islands, local businesses are supported; they in turn see value in supporting the Trust. In my long history of either being a Trustee, or observing the Trust; I have attended Council meetings on every major Island in the Trust Area, from Saturna to Salt Spring. Every island was welcoming and provided all the necessary amenities; including billeting and large pot luck meals made by residents in the 1980s and 90s.

The Trust is losing support from its constituents; we see this in a number of ways. We need to make the effort and spend the money to have Council meetings in public, in person, and in the Trust Area. We will not be disappointed by the residents of the Trust Area; they excel at volunteering and being proud of where they live, and they deserve our visible respect and support.

2 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The Executive Coordinator will organize the in-person meetings

FINANCIAL: Average estimated cost for an in-person Trust Council meeting is $27,500.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will plan and promote Trust Council meetings as per the usual process.

FIRST NATIONS: In-person meetings may facilitate relationship building with First Nations representatives.

OTHER: None.

3 RELEVANT POLICY(S): Policy 2.2.2 Council Meeting Preparation

4 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation:

That Trust Council ensure that the 2023/24 Budget to allow for four in-person Council meeting.

That Trust Council schedule at least two of the in-person Council meetings to take place on the Islands our mandate pertains to.

Alternative:

- Schedule fewer in-person meetings
- Schedule fewer meetings on the islands

Prepared By: **Susan Yates, Gabriola Island Local Trustee**

Reviewed By/Date:

REQUEST FOR DECISION

To:	**Financial Planning Committee**	**For the Meeting of:**	November 25, 2022
From:	Executive Committee	**Date Prepared:**	November 23, 2022
SUBJECT:	Executive Committee 2023/24 budget recommendation changes		

RECOMMENDATION:

That Financial Planning Committee amend the draft budget to include $75,250 for an Administrative Coordinator position.

CAO COMMENTS: The recommendation above reflects a decision made by the Executive Committee on November 23, 2022.

1 PURPOSE:

The purpose of this Request for Decision is for Financial Planning Committee to receive a recommendation from Executive Committee to make changes to the draft for Fiscal Year 2023/24.

2 BACKGROUND:

Through motions on October 5, 2022 and November 2, 2022 the Executive Committee agreed to recommendations to the Financial Planning Committee (FPC) for inclusion in the Fiscal Year 2023/24 draft Budget. In view of the tax increase proposed in the first version of the draft budget and tight timelines, staff amended the draft budget that Financial Planning Committee will review to remove some items that staff have previously recommended to Executive Committee for inclusion.

On November 23, 2022, staff briefed Executive Committee on the changes made and sought confirmation via resolution. Executive Committee agreed with all the reductions/removals except for the removal of the business case for a new Administrative Coordinator positon to:

1. Develop and redevelop standard operating procedures throughout the organization.
2. Have oversight on office procedures throughout the organization.
3. Assist the Senior Intergovernmental Policy Advisor in developing and maintaining protocol agreements with First Nations and First Nation contact database development
4. Develop and maintain of a Trust wide contact database program
5. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future Accessibility Committee.

Accordingly, Executive Committee is requesting that Financial Planning Committee amend the draft budget to include $75,250 for an Administrative Coordinator position (business case attached).

For background, Executive Committee is proceeding with the following requests:

1. $10,000 for History and Heritage Grants in Aid
2. $15,000 for Application Sponsorship
3. $30,000 for Reconciliation Action Plan
4. $50,000 for Communications
5. $1,000 for NAPTEP application sponsorship
6. $2,500 for Accessibility Committee and plan development
    a. This was reduced from $10,000. The budget reduction means the plan will be developed in-house by the Director of Legislative Services, resulting in delay of other planned work. The $2,500 would be used for committee travel and meeting room expenses and advertising for committee members and for public engagement on the draft plan. Given that this is a required committee of the Islands Trust and we typically spend $4500 when we advertise across the Trust Area, this Committee will be underfunded.
7. $105,500 for Policy Statement Amendment Project
8. $150,000 for new staffing requests
9. $30,000 for staffing adjustment to grid levels

Executive Committee chose to remove the following business cases from their original recommendation:

1. $10,000 for Building footprint GIS data layer
    a. Implication of removal: data update is delayed to a future budget year and that staff and trustees will continue to reference 2017 data that won't reflect new construction.

2. $96,595 for Bylaw Portal Licensing and Implementation Project
    a. Implication of removal: both the public and staff would need to access two different systems for property information and there will be staff inefficiencies associated with training, accessing and maintaining two different systems. Note: this project was considered by Trust Council in March 2021 and not funded.

10. $15,000 for digitization of paper records
    a) Implication of removal: this project and the potential cost and staff time savings that will result over time are postponed.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Depends on FPC decision.

FINANCIAL: Depends on FPC decision.

POLICY: N/A

IMPLEMENTATION/COMMUNICATIONS: N/A

FIRST NATIONS: Inclusion of funding for a new Administrative Coordinator position will result in more capacity to support engagement with First Nations governments and Indigenous community members.

OTHER: N/A

4 RELEVANT POLICY(S): Policy 6.3.1 Budget Process Policy

5 ATTACHMENT(S): Administrative Coordinator business case

RESPONSE OPTIONS

Recommendation:

That Financial Planning Committee amend the draft budget to include $75,250 for an Administrative Coordinator position.

Alternatives:

1. Do not amend the draft 2023/24 budget as requested by Executive Committee.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Russ Hotsenpiller, CAO/November 24, 2022

Attachment 5 (1.)

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by
Russ Hotsenpiller,
Chief Administrative Officer

Business Area: Administration

Name of Request:

Administrative Coordinator

$75,250</td><td><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

☐ Other – please describe: ______________________</td></tr>
<tr><td>Date of Funding Request Submission:

September 29, 2022.</td><td>Funding Required for (date range):

$75,250 for Fiscal Year 2023/24 (June 1 to March 31)
$90,000 plus collective agreement increases for subsequent years</td></tr>
<tr><td colspan="2">ISSUE/OPPORTUNITY:

Administration Coordinator (full-time)
There is a deficient of administrative support at the Islands Trust relative to Administrative, Trust Area Service and Planning core service delivery. Expanding workloads of these core service areas over the last decade including Reconciliation, declaration of a climate emergency, increased public engagement and outrage, water stewardship, provision of electronic meetings to/with the public, the creation of 2</td></tr>
</table>

new committees at the Islands Trust, increasing complexity of land use planning reporting, legislative changes, greater professional mobility/lack of staff experience, and generally rising performance expectations, have not been met with a corresponding increase in administrative support. Specifically, the position would address the following:

- *Increased processing of current applications, managing of changing applications processes (including managing provincial portal process changes)*
- *Increased land title filing duties*
- *Increased demand for managing file management issues*
- *Increased demand for managing an increasing complex database of First Nations and agency contacts, communications, and responses*
- *Increased demand for managing FOI and Ombudspersons requests*
- *Increased demand for assisting bylaw enforcement officers and other Victoria office administrators*
- *Increased demand for successional and cross duty training.*

1. This position would also increase the experience and responsibility level of administrative staff at the Islands Trust. The gap between the current administration classifications of Grid 9 and Grid 14 and respective management is too large. A senior administrative role at the mid Grid level will establish balance and ensure high level administrative practices are identified and implemented.

   In particular, this position would be responsible for the following:

   i. Development and redevelopment of standard operating procedures throughout the organization.

   ii. Oversight on office procedures throughout the organization.

   iii. Assistance to the Senior Intergovernmental Policy Advisor (SIPA) in developing and maintaining protocol agreements with First Nations and First Nation contact database development

   iv. Development and maintenance of a Trust-wide contact database program

   v. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future legislated Accessibility Committee

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified. Discuss the options that exist to mitigate identified risks)*

If this position is not supported the following outcomes are possible/likely:

a. Current administrative staff are overworked leading to increased sick days, stress and poor morale
b. Lack of staff retention;
c. Reduced efficiency within the organization in terms standardizing operations across the regional offices.

Requesting administrative staff to constantly take on new duties while continuing to perform existing duties is unrealistic and runs the risk of losing staff and/or a reduction in performance.

ALTERNATIVES CONSIDERED:

1. Fund and implement a new Administrative Coordinator position;
2. Not fund a new position and reallocate administrative needs based on situational analysis.
3. Contract out for services on an annual basis. Some version of this occurs already in terms of on call service assistance through the year. We could develop a more formal, casual administrative work pool, that is funded on an annual basis.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

Hire a new Administrative Coordinator that would:

1. Development and redevelopment of standard operating procedures throughout the organization.
2. Oversight on office procedures throughout the organization.
3. Assistance to the Senior Government Policy Advisor in developing and maintaining protocol agreements with First Nations and First Nation contact database development and First Nations records management
4. Development and maintenance of a Trust-wide contact database program
5. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future Accessibility Committee

Position would report to the Director, Legislative Services.

PURCHASING PROCEDURE:

As per collective agreement and hiring policy of the Islands Trust

PROPOSED IMPLEMENTATION STRATEGY:

To be initiated following passage of the budget in March 2023. Development of job profile, and submission for classification, then recruitment. Earliest possible hiring would be June 2023.

STAFF RESOURCING:

Discussion with Public Service Agency regarding job duties and classification: 20 hours
Preparation of duties and integration with Administration unit of Planning Services: 20 hours

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Ongoing discussions with administrative units and respective managers. This request represents a request by current administrative staff for assistance, as well as management assessment of current productivity.

Russ Hotsenpiller	September 29, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Policy:	2.3.3
Approved By:	Trust Council
Approval Date:	December 11, 1993
Amendment Date(s):	March 6, 1998; September 15, 2000; March 10, 2006; September 11, 2008
Policy Holder:	Director of Administrative Services

FINANCIAL PLANNING COMMITTEE TERMS OF REFERENCE

Purpose

To outline, further to the Council Committee Terms of Reference document, the specific roles and responsibilities of Trust Council's Financial Planning Committee.

A. Definitions

n/a

B. Policy

1. Composition

The committee shall be comprised of the Chair (or an appointee) from each of the other standing committees (2), members of the Executive Committee (4), a member chosen by the Islands Trust Conservancy Board (1), and three other locally-elected or municipal trustees (3). The Chair of the Committee will be elected by the committee from amongst the three other trustees.

2. Roles and Responsibilities

2.1. Annual Budget Process

To facilitate Council's involvement in the annual budget process by:

2.1.1. providing direction to all program units, via management, in overseeing the process of budget preparation.

2.1.2. assisting Council in establishing the principles and assumptions for the development of the budget.

2.1.3. reviewing the base operating needs and all program requests against the principles and assumptions and make recommendations to Council.

2.1.4. representing the interests of Council, Executive Committee, and Council Committees throughout the budget process.

2.2. Budget and Financial Planning

To facilitate the linkage of the annual strategic planning process with the annual budget process through:

2.2.1. the interpretation of Council's priorities/strategies and related work programs into resource allocation requirements both for the annual budget and for long range planning practices.

2.2.2. direction to management in the development of long range financial planning and capital budgeting.

2.2.3. facilitating Council's involvement in the preparation of a three year operational and capital budget plan.

2.3. Financial Management

To report to and make recommendations to Council regarding the organization's financial management practices such as:

2.3.1 a regular financial reporting system.

2.3.2. development of financial management policies and procedures.

2.3.3. assessing/monitoring revenue generating and expenditure control practices, management recommendations for financial resource allocations within and during the annual budget.

2.3.4. review financial reporting documents for the Ministry/Treasury Board and/or public presentation via the Executive Committee.

2.4. Annual Audit

The Finance Committee will appoint from amongst its members, but excluding members of the Executive Committee and trustees who are not members of Trust Council, an Annual Audit Committee for the purposes of the annual audit and will report directly to Council by:

2.4.1 reviewing audit reports.

2.4.2. reviewing with management the management letter recommendations and determining necessary actions.

2.4.3. monitoring the implementation of the auditor's recommendations.

2.4.4. recommending an accounting firm to Trust Council, each year, to conduct the annual audit.

2.4.5. reviewing with the auditors the year end audit (and interim audit) work program.

2.5. Islands Trust Conservancy Support

To provide advice to the Islands Trust Conservancy Board on financial services and support available from the Islands Trust.

2.6. Management Advice

To monitor and review the Trust's financial management, budget and financial planning practices and to assess management's recommendations to Trust Council in these areas, through consultation with the Trust's auditors as required.

C. Legislated References

Policy and Procedures Manual: Council Committee System (2.3.1)

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

n/a

Council Committee Toolkit

Executive Office

November, 2022

Contents

1.0 Council Committees

1.1 Committee Composition

Membership and method of appointment to the four Trust Council committees is established by Trust Council policy.

The **Regional Planning Committee** (RPC) and **Trust Programs Committee** (TPC) consist of trustees appointed by the Trust Council chair with one Executive Committee member as assigned by the Trust Council Chair. The Trust Council Chair is an ex-officio (non-voting) member of the Regional Planning Committee and Trust Programs Committee.

Financial Planning Committee (FPC) consists of the Chair (or an appointee) from each of the other standing committees (2), all members of the Executive Committee (4), a member chosen by the Islands Trust Conservancy board (1), and three other locally elected or municipal trustees (3).

The **Governance Committee** includes a maximum of seven trustees elected by Trust Council by the March Trust Council meeting in the calendar year following the quadrennial trustee election, and one trust-council elected appointee of Islands Trust Conservancy Board as assigned by the Conservancy Board Chair as ex-officio. The Chair of Trust Council is an ex-officio (non-voting) member of the Governance Committee.

Council committee members elect their Committee Chair and Vice-Chair at the first meeting of the term or as required. The Trust Council Chair may appoint an interim Council committee Chair when required. The Committee Chair will normally chair the Committee meeting. However, the Chair may designate the Vice-Chair to act as Chair. In the absence of the Chair and Vice-Chair, the committee shall choose a Committee member to act as Chair of the meeting.

Council committee members hold their seats until the end of their term as trustee unless they decide to step down.

Responsibilities and Authorities Assigned by Trust Council

Council committee responsibilities are assigned by policy or by resolution of the Islands Trust Council. Policies most frequently referenced by committees are summarized below.

Work assignments delegated to Council committees are made by Trust Council resolution and are recorded in the minutes and the Follow-Up Action List (FUAL). These assignments generally relate to short-term tasks.

Policy 2.3.1 – Council Committee System

Establishes that the role of Council committees is to:

- Provide policy advice to Trust Council in response to Council's referrals, committee initiatives and external requests of the Trust;
- Provide feedback to staff on matters going to Trust Council;
- Implement and maintain a committee-specific work program;
- Make recommendations to Trust Council on interagency liaison or protocol initiatives;
- Create subcommittees (or task forces) which may be comprised of Trustees, staff or external persons as required for a specific duration to examine a particular committee matter upon approval by Trust Council;
- Provide input and feedback to the annual budget process; and
- Provide input to Trust Council's organizational strategic planning process.

Council committee terms of reference provide an overview of specific Council committee roles and responsibilities, assigned by Trust Council, as follows:

Policy 2.3.2 Regional Planning Committee Terms of Reference

- Overseeing the procedures for processing of land use bylaws, permits etc.
- Responding to local trust committee planning needs applicable throughout the Trust Area;
- Advising on the provision and allocation of resources to deliver local planning services;
- Promoting opportunities for the enhanced public awareness of land use planning;
- Identifying and reporting to Council on emerging issues related to the committee's areas of responsibility for Trust Council direction;
- Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council; and,
- Maintaining liaison with Islands Trust Conservancy and Trust Programs Committee, as required.

Policy 2.3.3 Financial Planning Committee Terms of Reference

- Facilitating Council's involvement in the annual budget process;
- Facilitating the linkage of the annual strategic planning process with the annual budget process;
- Reporting to and making recommendations to Council regarding the organization's financial management practices;
- Appointing from amongst its members, but excluding members of the Executive Committee and

trustees who are not members of Trust Council, an Annual Audit Committee for the purposes of the annual audit who will report directly to Council;

- Providing advice to the Islands Trust Conservancy on financial services and support available from Islands Trust; and,
- Monitoring and reviewing the Trust's financial management, budget and financial planning practices and to assess management's recommendations to Trust Council in these areas, through consultation with the Trust's auditors as required.

Policy 2.3.4 Trust Programs Committee Terms of Reference

- Identifying and reporting to Council on emerging issues related to resource management, land conservation, water management, marine environment, sustainable communities, conservation strategy, and public awareness/education (see Terms of Reference policy for details) for Trust Council direction;
- Developing guidelines, policies and models;
- Preparing recommendations for interagency initiatives and agreements;
- Providing input to research and information systems;
- Providing recommendations for legislation reform initiatives and feedback on proposed legislative amendments and legislation;
- Maintaining a liaison with the Islands Trust Conservancy.

Policy 2.3.5 Governance Committee Terms of Reference

The Governance Committee provides advice and recommendations to the Islands Trust Council and management by:

- Initially reviewing the Islands Trust Governance Report dated March 8, 2022 and submitting a prioritized list of the recommendations in that Report to Trust Council with advice as to possible actions.
- Identifying, evaluating and providing, on an on-going basis, advice to Trust Council on emerging governance and management issues with respect to areas of concern, best practices and appropriate structures and procedures to allow Trust Council to function most effectively.
- Maintaining a committee work program to manage committee initiatives and providing Trust Council with quarterly updates.
- Providing recommendations to Trust Council for legislation reform initiatives to improve Trust Council governance and management.

1.2 Relevant Legislation and Policies

1.2.1 Legislation

All provincial legislation can be found on the BC Laws website. Committee members may find it useful to refer to a particular section of the *Islands Trust Act*, *Local Government Act*, or other legislation from time to time.

1.2.2 Requests for Decisions

Trust Council Policy 2.2.1 – Requests for Decision establishes a process and format for presenting Requests for Decision to Trust Council.

1.2.3 Communications

Trust Council Policy 6.10.2 – Communications establishes designated spokespeople and responsibilities in regards to organizational communications.

1.2.4 Advocacy

Trust Council Policy 6.10.3 – Advocacy assigns the Executive Committee and the Chair several responsibilities in coordinating the Islands Trust's advocacy program, including considering requests from trust bodies for advocacy assistance and management of the related staff resources.

1.2.5 Work Program

Council committee work is managed through Work Programs, as per Trust Council Policy 6.7.1. Work Program, Follow-Up Action Lists and Priorities Chart. There are two general components to the Work Program: the Top Priorities and the projects List.

Top Priorities

Council committees may identify prioritized work items that are then listed under Work Program in order of priority. Work items can be significant and long-term, such as the development of a new policy, or may be relatively minor. However, a committee may only have the capacity to undertake one major or significant project at a time. The Top Priority projects, unless very minor, should have a project charter and budget before any significant work can begin.

Projects List

Council committees' projects list is a record of work the committee has been assigned by Trust Council or those items it may wish to initiate in the future, once current priorities have been addressed. Action does not generally occur until the item is approved and moved to the Priority list, subject to available time and resources.

Work Program Management:

- Early in the term, the committee should identify potential work program priorities in consultation with staff.
- Senior staff review potential projects and report back to the committee on the feasibility of the project including: options; availability of resources; project scope and timeline; budget requirements; and consistency with policies, legislation and the Islands Trust Strategic Plan.
- If additional resources are required, the project will need to be included as a budget request.
- Once a project is approved, staff will proceed with the work, reporting quarterly to the committee. The Director manages the staff resources to complete the project within the projected timeline, budget and scope.

Follow-Up Action List

The Follow-Up Action List (FUAL), as per Trust Council Policy 6.7.1, details actions arising from decisions and directions the committee made at a meeting and is the principle mechanism for ensuring that committee directions are carried out in a timely manner by the appropriate staff. Follow up action lists are drafted by staff after a committee meeting, with target completion dates and tasks assigned to the relevant staff person. Occasionally a member of the committee or the Chair will be requested by the committee to undertake an action and that can be noted on the FUAL. Once an action is done, it is noted as 'Done' on the FUAL, reported to the next committee meeting, and then removed from the FUAL. A FUAL report is generated for each committee meeting agenda.

Project Charters

A "project charter" is a document used by staff to communicate and track the scope, timeline, budget and deliverables of a project in a short, concise document. A project charter for a committee project is prepared by staff, approved by the Director, and presented to the committee for review and endorsement at the start of a project. The document is referred to throughout the life of a project to stay on track with the timeline, budget, scope and deliverables. All of these aspects of a project are liable to evolve and change over the life of the project and the charter can be revised accordingly. If a deliberate change is proposed, the impacts of changes should be carefully assessed. The committee reviews the progress of the project and makes decisions as needed.

1.3 Cooperating with First Nations

Islands Trust Council has committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous peoples, and has stated that a commitment to Reconciliation is a long-term relationship-building and healing process.

Trust Council's Reconciliation Declaration and First Nations Engagement Policy guide actions of Trust Council, council committees and local trust committees. The work is also informed by:

- the Truth and Reconciliation (TRC) Calls to Action,
- the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP),
- the BC Declaration on the Rights of Indigenous Peoples Act (DRIPA), and,
- the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice.

Staff are also guided by:

- the Draft Principles that Guide the Province of BC's Relationship with Indigenous Peoples and
- the Canadian Institute of Planning policy on Planning Practice and Reconciliation.

1.4 Resources

1.4.1 Staff Support

The Director of the relevant unit and an assigned planner/senior policy advisor/other staff provide the main staff support to the committee along with an administrative assistant. (See end of document for contact information).

Staff's primary function is to act in a support/advisory role and as such a committee may make requests of staff. It is the Chief Administrative Officer's role to manage and direct staff support to the committees. Concerns in this regard should be communicated by the Committee Chair to the Chief Administrative Officer. Unresolved matters shall be dealt with by the Executive Committee.

1.4.2 Budget Support

Trust Council allocates a meeting expense budget for Council committees separate from funding for special projects.

Budget Category	What is this used for?
Meeting Expenses	Room rentals, travel, meals, teleconference charges, etc.
Strategic Plan program budget	Strategic Plan projects (e.g. water workshop series, Coastal Douglas-fir toolkit)

Special projects (e.g. development of model bylaws, research, outreach publications, education programs) of the committee may require a funding request during the annual budget process. Such funding would cover the costs of items such as meetings, travel, contractor time, consultation and communications, advertising, legal review, and any statutory notifications associated with a project. Staff time, usually the largest resource required, is not allocated to these budgets.

Project funding requests for an upcoming fiscal period are reviewed by the Financial Planning Committee during the normal budget cycle and recommended projects are forwarded to Trust Council for inclusion in the annual budget.

Any hiring of contractors for a project or application must be tendered and awarded in a manner consistent with Trust Council Policy 6.5.3 - Procurement Policy.

Islands Trust Website

The Islands Trust Website (www.islandstrust.bc.ca) contains webpages for the Council committees.

Committee members are encouraged to review their committee's webpages as they will be a useful source of information throughout the term. The website (What's Happening/Meetings and Events) contains meeting schedules, agenda packages, and draft or adopted minutes.

The Trust Area Services unit manages the Islands Trust website and establishes standards and consistency. Each committee's Director manages the committee web pages.

1.5 Meetings

Types of Meetings

Trust Council Policy 2.1.9 Meeting Procedure Guidelines provide some guidance on conduct of committee meetings.

There are two types of open meetings, as per Provincial Legislation:

- Regular Business Meetings are scheduled for a whole calendar year at the start of each year. These meetings may be cancelled or rescheduled throughout the year, if needed.
- Special Meetings are organized on an as needed basis.

Regular Meetings

Typically, the regular business meetings are where committee business is conducted. This includes consideration of briefings and requests for decision documents, along with routine business such as adoption of minutes and a work program. All meetings are open to the public unless specifically closed. Council committees rarely receive delegations, but provide an opportunity for them when requested.

Special Meetings

Special meetings are organized as needed and usually contain only one or two business items and usually do not include routine business such as approval of minutes. However, Council committees are not limited as to what business they may conduct at a special meeting. As special meetings are primarily used to deal with an urgent matter, and as Council committees do not typically deal with urgent business, special meetings for Council committees are uncommon.

Closed Meetings

The *Community Charter* allows local governments to conduct some business within a closed meeting, where the committee can choose who can attend (closed meetings are often referred to as 'in camera') and excludes all others. The *Community Charter* is very specific as to what business can and cannot occur within a closed meeting. A potential reason for a Council committee to go in-camera could be for the receipt of legal advice.

Electronic Meetings

Committees are encouraged to utilize web-conferencing arranged by staff as a cost efficient, low-carbon means of conducting meetings. A web-conference meeting shall be considered a duly constituted meeting, provided it has been scheduled with at least one week notice and that an agenda package has been distributed for trustees' review.

Scheduling Meetings

Trust Council Policy 2.3.1. Council Committee System sets out that the Council committees will have four meetings per year and that any further meetings must be planned within the approved Committee's meeting expense account.

Adoption of the annual regular meeting schedule for a calendar year typically occurs at a regular meeting in the fall of the preceding year. In an election year, this occurs as soon as possible at the beginning of the new term. Meetings are scheduled based on the following factors:

- the committee's preferred meeting day (typically the same day of the week), held quarterly;
- meetings are adjusted for statutory holidays, conflicts with Trust Council, Executive Committee, Islands Trust Conservancy, and local trust committee meetings;
- meetings are not scheduled for late in December and early in January due to Christmas office closure and potential weather-related cancellations;
- meeting start times are set with consideration of ferry schedules to minimize the impacts of staff overtime.

Arranging and coordinating committee meetings requires a significant amount of staff resources. Moving, cancelling and postponing regular business meetings will happen as it is a normal part of business. Staff will accommodate committee requirements; however, please bear in mind any change to a business meeting date requires a significant amount of 'unseen' staff resources. The staff time required to prepare and follow up on special meetings may be close to that of a regular business meeting.

Some factors for committee members to keep in mind regarding meeting planning:

- consideration of staff resourcing (including staff responsible for putting the agenda together and staff required for meeting attendance), and availability of all committee members and minute-takers;
- support staff are responsible for tracking all meetings, producing meeting notices, posting the meeting schedule on the website, booking meeting venues including catering if necessary, arranging for minute takers, ensuring that adopted minutes are signed and filed, as well as preparing, distributing and filing agenda packages;
- meetings are scheduled on a regular basis to provide certainty for all participants, to ensure ongoing business moves forward, and to ensure staff resources are available to prepare for and attend the meeting;
- The annual meeting schedule is adopted by a resolution of the committee;
- All committee decisions are conducted in meetings or by Resolution without Meeting (RWM) (see below).

Meeting Agendas

Agendas are prepared well in advance of all meetings and complete agenda packages are generally distributed to the members of the committee and posted to the website one week before the meeting. At a minimum, the agenda should include:

1) Approval of minutes of the previous meeting;
2) Follow Up Action List;
3) Council referral items.

Committee meeting agendas will be prepared by the designated staff in consultation with the Chair. The following is a guide to the timeline used for committee regular business meeting agenda preparation.

Days Before the Meeting:

14-19 days	Staff holds teleconference with Committee Chair to review the draft agenda content and timings.
14 days	Deadline for staff and trustees to identify agenda topics.
12-14 days	Documents in regards to approved agenda items to be submitted to Director and staff compiles agenda package in eSCRIBE.
8 days	Cut-off for agenda items, including correspondence and delegations
7 days	Trustees and relevant staff are notified of agenda package in WebDAV.
6 days	Agenda package is posted to the website and hard copies printed for meeting and filing.
1-7 days	Director and Chair are consulted if a late agenda is requested. Late agenda items are discouraged and should be for pressing matters only.

Routine or minor additions to existing agenda items may be distributed by email and added at the meeting.

During Meeting:

Late Items are discouraged. However, late items may be added with committee approval at the meeting. These items must be provided to staff to ensure the items are included in the agenda record.

Motions and Resolutions

Resolutions are the official record of committee decisions and are recorded in the meeting minutes. The importance of a well prepared motion cannot be understated, and the time a trustee spends preparing the wording for a motion will pay off. A clear resolution will allow staff and the public to understand the committee's direction now and in the future, and an unclear resolution can create confusion, delays, and time spent working on something not intended by the committee.

Chairs receive formal training on Robert's Rules of Order and the resolution process, but committee members can help the process by keeping the following in mind:

- Requests for Decision include wording in the form of a resolution. Trustees making motions should use this wording as the basis of the motion, even if it is amended somewhat. Staff reports also contain alternative options, usually worded in the form of a motion.
- Where a committee resolution is sought, but a Request for Decision document has not been prepared (e.g. for minor items), staff may add 'Agenda Context Notes' that may include a recommended resolution.
- Motions brought to the table by an individual trustee should be written out, prior to the meeting if possible, circulated to the other members of the committee and provided to the minute taker.
- Motions are moved and seconded. Motions can be seconded for discussion and the Chair can second a motion.
- Direction to staff should be in the form of a resolution.
- Discussion should occur after the motion has been moved and seconded.
- All resolutions must be voted on within a business meeting except RWMs (see below).
- Resolutions must stand alone and be as specific as practical by not referring to 'attached documents', although if required, documents should be referenced by title, date, and where appropriate, author.
- The Chair should always ask the minute taker to read aloud the motion before voting and ensure the minute taker has the resolution recorded correctly.

Meeting Follow Up

After a committee meeting, the Secretary updates and completes the Follow Up Action List (FUAL).

Resolutions Without Meeting

As described in Policy 2.2.3 – Trust Council Resolutions without Meeting, the *Islands Trust Act* grants Islands Trust bodies a unique authority to make decisions outside of meetings (by phone, email or fax). This power was given in consideration of the relative infrequency of meetings compared to meetings of municipal councils and regional district boards, and the need to make some decisions in a timely manner. Use of resolutions-without-meeting (RWM), rather than making decisions in an open meeting, should be considered only for routine matters.

It is important to keep in mind that trustees cannot discuss or debate RWMs with other members of the committee as that would violate RWM rules. RWMs are not conducted in public (although a report of completed RWMs is included in the regular business meeting agenda) and the logistics can take up considerable staff time. For these reasons, RWMs should only be used in situations where the business cannot wait to the next business meeting or a business meeting is not scheduled within a reasonable time period. Some examples where a RWM may be appropriate: a discussion and debate has occurred at a meeting but the decision was deferred; scheduling a special meeting; or adopting minutes.

When minutes are being adopted via RWM, trustees are able to review the draft minutes and reply to staff with comments. If trustees have only minor changes, then the minutes will be updated and sent back out for adoption by RWM. If staff receives conflicting, complex or debatable comments from individual trustees, then the process stops and the unaltered draft minutes will wait until the next committee meeting for discussion.

Approval of a resolution is given where a majority of the members of the Council committee entitled to vote on the resolution inform the Secretary or their designate of their approval in person, or by telephone, or by other means of telecommunication. A trustee may vote either "in favour", "opposed", or abstain from voting. Pursuant to the legislation, an abstention vote is counted as being in favour. A trustee may also withdraw from voting if they perceive a conflict of interest.

Once the vote has been conducted, the Chair shall declare the vote to have carried (passed) or defeated (failed) in accordance with the results. The vote shall be recorded as a resolution without meeting of the Committee.

Minutes

As described in Trust Council Policy 6.13 – Islands Trust Minutes Guidelines, all committee meetings must have an official record, referred to as Minutes. Minutes are intended to be a record of decisions that were made, not a record of everything said at a meeting.

Once draft minutes have been prepared by the Secretary, they must be reviewed by the Chair of the committee for informal feedback before circulation to members and posting on the Islands Trust website. The Chair may make suggestions to enhance the clarity and accuracy of the minutes, but may not alter the draft minutes to modify decisions with which they disagree. Any substantive changes must be brought to the next meeting for formal amendment by the body.

Once finalized, the draft minutes will be placed on the next committee meeting agenda for consideration of adoption. Occasionally, the minutes are forwarded to the trustees for comment by email and then adopted by RWM. Please see earlier section: Section 26 Resolutions-Without-Meeting (RWM).

Once the committee has approved the minutes, the adopted set of minutes are posted to the website and form part of the public record. The adopted minutes will be signed by the Chair and by the Secretary and filed.

FPC - MEETING ORIENTATION

1. Quorum
2. Getting Items on the Agenda
3. Making Motions
4. Rules of Order
5. Open Meetings

1. QUORUM

Interpretation Act

- A quorum is half of the membership
- For Financial Planning Committee, membership is 10,
- Quorum is 5

2. GETTING ITEMS ON THE AGENDA

Islands Trust

Best Practices

- If possible, give "notice of motion" for future meeting
- Provide written motion with background to staff a couple weeks before meeting
- Use the Request for Decision (RFD) format
- Staff can help you with motion wording
- Ensure issue is something the committee can deal with (i.e. under terms of reference)

2. GETTING ITEMS ON THE AGENDA

Avoid

- "Walking" item into the meeting with no notice
- Verbally asking for an item to be on the agenda but not providing any written material

2. GETTING ITEMS ON THE AGENDA

Other ways to get items on the FPC agenda

- LTC pass a motion to ask FPC to consider a specified issue
- Trust Council pass a motion to ask FPC to consider a specified issue
- Write to the FPC with your concerns, or issue

3. MEETING ETIQUETTE & MAKING MOTIONS

Islands Trust

Meeting Etiquette

- The Chair runs the meeting according to legislation, bylaws, and Roberts Rules of Order
- Only speak "through the chair"
- Respect the process, don't interrupt
- If you have a concern, raise "point of order"

3. MEETING ETIQUETTE & MAKING MOTIONS

Making Motions

- To make a motion you would "Move that" and state your motion
- Motions should say who is asking and who is being asked (e.g. Move that the FPC request staff to…")
- Motions should be self-explanatory and stand alone – don't assume reader will know the context of the motion

3. MEETING ETIQUETTE & MAKING MOTIONS

Islands Trust

Making Motions – Seconder

- A motion needs a "seconder" – to second raise your hand when the Chair asks for a seconder.
- Once seconded, the Chair will ask for debate – usually starting with the mover.
- Once all debate has concluded, or the Chair has determined it has, the Chair will then call the vote

3. MEETING ETIQUETTE & MAKING MOTIONS

Making Motions – Voting

- When asked by the Chair for those in favour, raise your hand and hold it high until the Chair indicates to lower.
- When asked by the Chair for those against, raise your hand and hold it high until the Chair indicates to lower
- If you do not vote, it is called abstaining
- Most votes are simple majority of those in attendance

4. RULES OF ORDER

Islands Trust

- Abstained votes are considered to be a vote in the affirmative (legislation)
- A tied vote is a defeated motion

- When a motion is on the floor, the debate must be to that motion
- A motion to amend the main motion may be moved following the same rules as for the main motion

4. RULES OF ORDER

- Friendly amendments are okay (usually to correct grammar, or make the motion more clear)
- "By consent" is fine for things not requiring any action (e.g. do not ask staff to undertake work "by consent").
- If in doubt, make a motion

5. OPEN MEETINGS

- All meetings are open to the public, usually live-streamed and recorded (unless closed under s.90 of the Community Charter).

- Everything in an open meeting, including the recordings, minutes or any notes you take are subject to request for records by the public.

- The meeting is the time for you to have discussions and make decisions.

- FPC is an advisory body to Trust Council.

FURTHER ORIENTATION AND TRAINING

- December Trust Council – Eli Mina, Parliamentarian

QUESTIONS

Islands Trust
200 – 1627 Fort Street, Victoria BC V8R 1H8
Telephone **(250) 405-5151** Fax (250) 405-5155
Toll Free via Enquiry BC in Vancouver 660-2421. Elsewhere in BC **1.800.663.7867**
Email information@islandstrust.bc.ca
Web www.islandstrust.bc.ca

October 12, 2022

Dear Chair of the Financial Planning Committee 2022-2026,

Congratulations on being elected as Chair of the Financial Planning Committee (FPC), which I believe to be one of the most important committees of Trust Council. As outgoing Chair of the FPC 2018-2022, I want to provide you with some thoughts and reflections as the new FPC begins their term.

This letter summarises the routine, cyclical tasks that FPC performs each year, highlights some of the additional work that FPC undertook during the 2018-2022 term, and provides thoughts on areas that may need future attention. The hope is that this will be helpful to you in your role as the new Chair.

Cyclical Tasks
FPC maintains responsibility for a number of recurring tasks, including drafting the annual budget for Trust Council, oversight of financial management by way of quarterly financial reporting and financial forecasting, reviewing legislated financial reports prior to Council approving them, advising on the development of the Trust's budget public consultation process, and overseeing the annual audit via the Audit Committee. Details on these cyclical activities can be reviewed in the FPC Terms of Reference.

Areas of Special Focus during the 2018-2022 Term
In addition to its cyclical responsibilities, this term FPC performed work over several other areas of interest. The following are a few of the more significant or interesting areas of focus from the 2018-2022 term:

Bowen Island Municipal (BIM) Tax Levy – An in-depth analysis of the BIM tax levy calculation was undertaken by staff and FPC to determine if the levy formula is sound, reasonable, and results in comparable tax rates to BIM property owners as compared to the rates other Trust Area property owners pay for the same services. Results showed that the formula set out in the Islands Trust Act and detailed in Trust Council policy, remains sound and applied correctly during the Trust budgeting process.

Financial Management of Capital Expenditures – A review of how capital purchases are handled in the Trust's budgeting and financial reporting practices was performed to ensure appropriateness in the context of Trust business. No revisions to these practices resulted from the review.

Electronic meetings and meeting streaming – FPC supported increased transparency with the public by resolving to livestream, record and post their public meetings. Similarly, FPC moved their meetings to a fully electronic platform allowing for reductions in travel time for Committee members, reduced greenhouse gas emissions, reduced cost to the organisation, and greater ease of public participation via electronic attendance during meeting Public Comment Period.

Budget Public Consultation – FPC has paid special attention to the budget public consultation process in recent years with the goal of increasing public engagement and generating better quality feedback on the Islands Trust draft budget. In addition to supporting an enhanced public survey on the budget, FPC explored options and costs to engage in professional polling of island residents, supported the development and delivery of a budget webinar in 2022, and developed the first-ever Islands Trust tax notice insert to facilitate wide-reaching information sharing with Trust area property owners. More recently, FPC has reviewed the timing of the budget consultation process.

Budget Reduction – Shortly after Trust Council approved its 2020-21 budget in March 2020, the COVID-19 pandemic was declared. In April of that year, FPC recommended that Trust Council revise its approved budget to reduce the planned 2% tax increase to a 0% increase to alleviate financial pressures on Trust area property owners. Trust Council accepted FPC's recommendation and subsequently met to approve a revised budget. In the second year of the COVID-19 pandemic, FPC oversaw a directed budget reduction exercise to find areas of potential budget reduction across the organisation, while maintaining appropriate service levels. Results of this exercise informed budgets for the 2021-22 and the 2022-23 fiscal years.

Review of Surplus Funds and Related Policies – FPC reviewed the appropriateness of Trust policy-driven minimum surplus balances, recommending that Trust Council reduce the minimum balance required to be held in surplus. Trust Council accepted this recommendation, freeing up funds for specific projects during the term.

Application Processing Costs – Regional Planning Committee (RPC) undertook an exercise to review the average cost of processing application fees at the Trust, to inform Trust application fees revision. FPC received and reviewed reports related to this project to assist RPC in their work.

Advice to You as the Chair
I am hopeful that your background education or experience is financial in nature. Without this, you may find the position quite challenging and I would suggest you request extra help in order to carry out the function.

You will find the accounting and administrative staff, with whom you will work most closely, to be extremely competent, helpful and supportive. They will provide you with excellent advice which should not be taken lightly. In turn it is essential that you support staff and their work and that you respond promptly and respectfully to their requests for your input or assistance. Any concerns should be addressed with them or senior management privately.

As Chair of FPC you will play an important role in ensuring that your fellow Trustees understand the financial information being brought to their attention, information upon which they will often be basing their decisions.

I have had the privilege of being a member of the FPC for eleven years, and as FPC Chair for eight. For the most part I have enjoyed the experience enormously, particularly working with staff and committee members. I hope you too will find your work to be enjoyable and fulfilling. I wish you the very best.

Sincerely,

Trustee

Peter Grove, CPA
Chair, Financial Planning Committee, 2014-2022
Trustee, Salt Spring Island, 2011-2022

FINANCIAL PLANNING COMMITTEE

RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. RWM-2022-01

The following matter is considered urgent and needs to be addressed prior to the end of term. Meetings dates for new-term Council and EC have shifted from original drafts. As such, the scheduled FPC meeting date of November 30, 2022 is no longer workable if agenda deadlines for Trust Council are to be met. Staff are recommending a meeting reschedule from November 30, 2022 to November 25, 2022 to ensure the new FPC has adequate time to review the draft 2023-24 budget prior to its release in the December Trust Council agenda package. As the current FPC originally set the November 30th date, a Committee resolution is required to reschedule.

It was Moved by Trustee Patrick and Seconded by Trustee Grove:
That Financial Planning Committee (FPC) reschedule the November 30, 2022 meeting to November 25, 2022.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Laura Busheikin	October 31, 2022	In Favour
Sue Ellen Fast	October 31, 2022	In Favour
Peter Grove	November 1, 2022	In Favour
Laura Patrick	October 31, 2022	In Favour
Timothy Peterson	November 1, 2022	In Favour
Tahirih Rockafella	November 1, 2022	In Favour
Dan Rogers	October 31, 2022	In Favour
Kate-Louise Stamford	October 31, 2022	In Favour

TRUSTEES VOTE NOT AVAILABLE
Paul Brent
Peter Luckham

FINAL VOTE COUNT 8 IN FAVOUR
0 OPPOSED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON NOVEMBER 1, 2022.

____________________________ ____________________________
CHAIR'S SIGNATURE RECORDER'S SIGNATURE

FINANCIAL PLANNING COMMITTEE
RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. RWM-2022-02

The following matter is considered urgent and necessary in order to adopt the draft minutes of the October 12, 2022 Financial Planning Committee meeting prior to the end of the term.

It was Moved by Trustee Patrick and Seconded by Trustee Peterson:
That Financial Planning Committee adopt as presented the Financial Planning Committee minutes of October 12, 2022.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Laura Busheikin	November 3, 2022	In Favour
Paul Brent	November 3, 2022	In Favour
Sue Ellen Fast	November 3, 2022	In Favour
Peter Grove	November 3, 2022	In Favour
Timothy Peterson	November 4, 2022	In Favour
Tahirih Rockafella	November 3, 2022	In Favour
Dan Rogers	November 3, 2022	In Favour
Kate-Louise Stamford	November 3, 2022	In Favour

TRUSTEES VOTE NOT AVAILABLE
Peter Luckham
Laura Patrick

FINAL VOTE COUNT 8 IN FAVOUR
0 OPPOSED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON NOVEMBER 4, 2022.

____________________________ ____________________________
CHAIR'S SIGNATURE RECORDER'S SIGNATURE

Follow Up Action Report

Financial Planning Committee

16-Feb-2022

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to explore option A for Building Permit Review cost recovery.	Russ Hotsenpiller Stefan Cermak	Target: 25-Nov-2022	In Progress

31-May-2022

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee recommend to the future FPC that options regarding legislative changes to support a revised distribution of special property tax requisition within a Trust Area be explored.	Clare Frater	Target: 15-Feb-2023	In Progress

12-Oct-2022

Activity	Responsibility	Dates	Status
1 A draft survey in regards to the Budget 2023/24 Public Consultation will be brought back to the next FPC meeting once a draft budget is developed.	Clare Frater	Target: 25-Nov-2022	Completed
2 that Financial Planning Committee approve the draft 2023/24 Budget Public Consultation materials as amended.	Clare Frater	Target: 25-Nov-2022	Completed
3 that Financial Planning Committee request staff to investigate possible language changes to TC Policy 6.5.1 Reserves and Surplus to ensure that it does not violate best practices related to use of surplus funds to fund operating expenses.	Julia Mobbs	Target: 14-Feb-2023	In Progress

Islands Trust

Follow Up Action Report

Financial Planning Committee

12-Oct-2022

Activity	Responsibility	Dates	Status
4 that Financial Planning Committee recommend that TC Policy 6.3.2 Special Property Tax Requisitions section 3.1 be amended to read "The Islands Trust Council will evaluate and consider including a Local Trust Committee's local initiative program or service or program in the preliminary Islands Trust's general budget based on the following criteria:".	Julia Mobbs	Target: 06-Dec-2022	In Progress
5 that Financial Planning Committee forward the proposed amendments to TC Policy 6.3.2 Special Property Tax Requisitions to Trust Council.	Julia Mobbs	Target: 06-Dec-2022	In Progress
6 Committee discussion in regards to the Draft Special Property Tax Requisitions Frequently Asked Questions document included: - the need to make it clear that Special Property Tax Requisitions are available to all Local Trust Committees - change to language used in the FAQ from "beyond the capacity of the base budget" to "not included in the base budget" or "beyond the capacity of the approved base budget"	Clare Frater	Target: 25-Nov-2022	Completed
7 that Financial Planning Committee request staff to bring back an amended Trust Remuneration Policy that includes consideration of an independent remuneration review by either task force or consultant once per trustee term, at least one year before the end of term.	Julia Mobbs	Target: 30-Aug-2023	In Progress

Follow Up Action Report

Financial Planning Committee

12-Oct-2022

Activity	Responsibility	Dates	Status
8 that Financial Planning Committee request staff to bring back an amended Trustee Remuneration Policy that includes consideration of the improvement opportunities identified in Appendix A: Assessment of UBCM elected official and board remuneration guide and Trust Council Policy 7.2.1 Trustee Remuneration.	Julia Mobbs	Target: 30-Aug-2023	In Progress

Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	November 25, 2022
From:	Nancy Roggers, Finance Officer	**Date Prepared:**	November 4, 2022

SUBJECT: **Q2 FINANCIAL REPORT TO SEPTEMBER 30, 2022**

RECOMMENDATION:
That Financial Planning Committee forward the September 30, 2022 Financial Report to September 30, 2022 to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The second quarter financial report indicates that Islands Trust is generally following the financial plan for 2022/23.

1 PURPOSE:
To summarize the findings of the September 30, 2022 second quarter financial report.

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

Financial Report Findings
The benchmark for non-tax revenue sources and operational expenditures after six months of operations can be estimated at 50% of the annual budget.

As at September 30, 2022 Islands Trust has consumed a net 47% of the annual approved budget which is slightly below benchmark for this time of year. Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 50% benchmark set (where significance is determined as more or less than 10%, and more or less than $5,000) are discussed in this report.

Revenues
Total revenue is almost at 100% of budget as the Islands Trust's primary source of revenue, property taxes and levies, are received in full in the second quarter of the year. Individual sources of revenue are reported as follows:

- Provincial Grant - Unrestricted has been received in full with an additional amount of $48,000 received as a one-time additional contribution to local governments and Islands Trust by the Provincial government.

- Federal and Provincial Grants – Restricted revenue is reported at 48% of budget received to September 30, 2022. This aligns closely to benchmark expectation of 50%. As work funded by grants is completed throughout the course of the year, additional grants funds will be recognized into revenue.

- The General property tax levy, Special property tax levy, and Municipal property tax levy were all fully received in quarter two as per historical and usual timelines.

- Investment Income was higher than the benchmark by $45,724 due to increased interest rates over what was planned for in the approved budget.

Expenses by Service Area

Council Services

Council Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. These expenses are reported at 41% of budget spent, lower than the 50% benchmark by $138,000 (9%). Individual expense lines within Council services that deviate from benchmark are as follows:

- Trust Council costs are comprised of the TC and TC committee meetings; elections and by-elections; portion of insurance attributed to TC activities; portion of legal expenditures attributed to TC legal advice; training specific to TC, governance management and operations review, and the TC portion of trustee remuneration and benefits. Total Trust Council spending to date is $140,000 (30% of budget), which is lower than the 50% benchmark by $90,600 (20%). This is due to costs budgeted for in-person Trust Council meetings and trustee elections taking place in the latter part of the year.

- Trust Area Services (TAS) costs are comprised of History and Heritage funding grants in aid, communications, legal services related to TAS projects, subscriptions, TAS team memberships, TAS projects such as the policy statement review, secretariat function, stewardship education, and reconciliation action plan, all mobile devices, salaries and benefits, training, and travel costs associated with TAS staff. Total TAS spending to September 30, 2022 is $266,600 (43% of budget), lower than the 50% benchmark by $44,000 (7%). This is due primarily to unspent funds related to the secretariat function and stewardship education which is planned for latter parts of the year, as well as reconciliation action plan funds that remain unspent with the vacancy of the Senior Intergovernmental Policy Advisor. This staff vacancy as well as a vacancy in the Communications Specialist role have also meant lower than planned spending in TAS salaries.

Local Trust Committee (LTC) Services

LTC Services expenses include costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; and bylaw enforcement; as well as an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $3.1M (47% of budget) which is lower than the 50% benchmark by $194,000 (3%). Individual expense lines within LTC services that deviate from benchmark are as follows:

- Planning projects costs are comprised of all LTC projects, housing initiatives, groundwater recharge mapping, heritage overlap mapping, work associated with the Local Government Development Approvals program as well as the work of the SSI LTC project related to Watershed Protection Alliances (SSIWPA). Planning projects report at $312,000 (39% of budget), which is less than the 50% benchmark by $90,400 (11%). This underspending is due primarily to a combination of financial performance on the following projects:

1. Weston Lake: Work on this project was completed in quarter one, as such the budget for this work is 91% spent.
2. Housing Initiatives: These project funds ($5,000) remain entirely unspent due to this work schedule for quarter four.
3. Groundwater Recharge Mapping: This project is only 25% spent at the half way mark in the year due to delays getting started in the fiscal year. Plans to complete this work in the second half of the year are underway.
4. Heritage Overlay Mapping: The $74,000 budget for this project remains unspent. This project will not advance during this fiscal year due to vacancy in the Senior Intergovernmental Policy Advisor position which oversees this work.
5. Local Government Development Approvals Program: This project is 41% complete at the half way mark in the year, resulting in underspending against the 50% benchmark of $34,840 (9%). This project has experienced delays with the contractor and as such more work will be completed in later portions of the year, and in next fiscal year.

- Planning staff costs include any contract human resources associated with planning work, and planning staff salaries, benefits, training, and travel costs. Spending to September 30, 2022 is reported at $1.3M, (44% of budget) which is below the 50% benchmark by $171,000 (6%). This is primarily due to underspending in contracted services planned for the fiscal year to work on planning process improvements. Spending of these funds is planned for third and fourth quarters of the year now that the new Director of Planning Services has been hired and can oversee the work.

Islands Trust Conservancy (ITC) Services

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. Inclusive of the general admin allocation, these expenses were higher than the 50% benchmark by $9,200 (1%). Individual expense lines within ITC services that deviate from benchmark are as follows:

- Conservancy staff and associated costs include communications, ITC contracted human resources, ecosystem mapping, legal services attributed to ITC work, memberships, subscriptions, mobile devices, staff salaries and benefits, training, and travel costs. This budget area is reported at $383,000 which is 54% of budget, higher than the 50% benchmark by $27,000 (4%). This is due to increased staff travel and overtime associated with Species at Risk programming and fieldwork that takes place primarily in the warmer months of the year.

- Property Management costs include ITC property management expenses, ITC conservation planning and land securement expenses. Property management expenses are reported at $43,000 (26% of budget), which is lower than the 50% benchmark by $39,000 (24%). This is due primarily to some property management work that was delayed in the year due to a slow start to the Spring season.

General Administration

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three service areas of the Trust (Council, LTC, and ITC) based on their relative dollar magnitudes for the period. In aggregate these expenses are reported at $1.1M (54% of budget), which is higher than the 50% benchmark by $77,000 (4%).Individual expense lines within general administration that deviate from benchmark are as follows:

- Administrative Services costs include all contracted human resources to backfill administrative staffing, staff salaries, benefits, training, and travel costs. These costs are reported at $280,000 (57% of budget) which is higher than the 50% benchmark by $33,000 (7%). This is due to staff on paid extended leave whose position was backfilled with a temporary full-time hire for three months of the year.

- Office Operations costs include costs for audit fees, bank charges, internet, payroll processing, insurance, portion of office rent and services contributed to the general admin area, postage and courier, recruitment costs, stationery and supplies, telephone, mobile devices, organization-wide training, and all staff meetings and recognition. Office operations costs are reported at $129,000 (40% of budget) which is less than the 50% benchmark by $34,000 (10%). This underspending is due primarily to unspent contract services funds and audit fees which will be incurred in the latter portion of the year.

- Information Systems costs include all software support and licensing, technical support, meeting streaming services, mobile devices salaries, benefits, training, and travel costs associated with information systems staff. These costs are higher than benchmark by $41,000 (7%) due to staff overtime and unused leave balances that have increased in the year.

- Computer/Furniture and Equipment costs include all hardware, software and furniture and equipment. these costs are reported at $81,000 (104% of budget) which is $3,000 over the full budget for the year. This is due to additional purchases of new trustee laptops over and above what was budgeted for.

Consolidated Expenses by Object

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, September 30, 2022 expenses by object are shown as follows:

Object	2022/23 Approved Budget	Actuals to 6/30/2022	% of Budget Consumed
Staff Salaries and benefits	5,461,757	2,642,157	48%
Office Operations	1,031,150	545,886	53%
Council and trustee costs	882,054	417,669	47%
Elections	141,000	11,577	8%
Programs	1,244,230	426,689	34%
Legal - General	48,784	28,475	58%
Legal - Bylaw Enforcement	80,795	34,949	43%
Legal - Litigation	85,551	46,560	54%
Legal - Statutory Notices	17,850	6,236	35%
Travel/training and recruitment	141,187	89,103	63%
Subtotal	9,134,358	4,249,299	47%
Amortization	168,000	79,772	47%
Total Expenses	9,302,358	4,329,072	47%

Staff salaries and benefits costs are less than benchmark due to staff vacancies for the Senior Intergovernmental Policy Advisor for both quarters, the Director of Planning Services in quarter two, and planner 1 and planner 2 positions in the Salt Spring Island office for both quarters.

Office Operations costs are lower than benchmark due to timing of expenses incurred in this budget line. In particular, costs associated with the annual audit and with contracted services will incur in the latter portion of the year.

Information Services costs are slightly higher than benchmark due to higher costs associated with the purchase of laptops for newly elected officials. Additional spending in this area was reported to and approved by Executive Committee when identified as a need.

Council and trustee costs are slightly less than the benchmark due to more Trust Council meeting costs planned for the second portion of the year versus the earlier.

Elections costs are primarily incurred at the time of elections, which occurs in the third quarter of the year.

Programs costs are less than the benchmark due to delays in strategic plan and LTC projects, where expenditures are expected to occur in third and fourth quarters of the year. The heritage overlay mapping project with a budget of $74,000 in the current year budget will not be advanced in the year due to vacancy in the Senior Intergovernmental Policy Advisor position. This also creates underspending in this area.

Legal expenses overall for general, bylaw, litigation and statutory notices are tracking as expected at 50% of budget spent.

Traveling/training and recruitment costs are above benchmark due to increased staff travel for ITC property management activities in quarter one, increased planning staff travel for public hearings and community information meetings. These meetings were pushed forward for completion prior to trustee elections. Additional costs are also being incurred for staff training as catch-up takes place after two years of reduced training due to the ongoing pandemic.

Amortization expense is tracking as expected.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to September 30, 2022 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff at Islands Trust and Islands Trust Conservancy will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):
Islands Trust Policy 2.3.3 Financial Planning Committee Terms of Reference
Bylaw No. 185, Islands Trust Financial Plan Bylaw, 2022-2023

5 ATTACHMENT(S):
September 30, 2022 Financial Report

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee forward the 'Q2 Financial Report to September 30, 2022' to Trust Council for approval.

Alternative: None.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Director, Administrative Services/November 21, 2022

Islands Trust
Detailed Statement of Operations
For The 6 Months Ending September 30, 2022

Expected % of Budget Received/Used as at Report date = 50%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% include explanations

Description	Approved Budget	YTD Actual	*% of budget received/*
Revenue:			
Fees & Sales	264,724	**96,636**	*37%*
Provincial Grant - Unrestricted	180,000	**228,000**	*127%*
Federal and Provincial Grants - Restricted	580,500	**279,106**	*48%*
General Property Tax Levy - All LTAs	7,309,863	**7,309,863**	*100%*
Special Property Tax Requisition - SSI LTA	60,000	**60,000**	*100%*
Municipal Property Tax Levy - Bowen Island Municipality	323,769	**323,769**	*100%*
Investment Income + Other Income	20,001	**55,724**	*279%*
Total Revenue	8,738,857	**8,353,098**	*96%*
Trust Council Expenses			
Trust Council	461,562	**140,188**	*30%*
Executive Committee	107,872	**59,870**	*56%*
Trust Area Services	621,118	**266,610**	*43%*
General Admin Allocation - 14%	339,254	**160,608**	*47%*
Total Council Expenses	1,529,806	**627,276**	*41%*
Local Trust Committee Services			
Local Trust Committees	767,575	**381,200**	*50%*
Projects **(Note 1)**	804,800	**312,041**	*39%*
Planning Staff	2,858,258	**1,257,681**	*44%*
LPS Facilities	361,889	**187,417**	*52%*
Bylaw Enforcement	371,410	**185,847**	*50%*
General Admin Allocation - 72%	1,471,492	**799,890**	*54%*
Total Local Trust Committee Services Expenses	6,635,424	**3,124,077**	*47%*
Trust Conservancy			
Board	9,625	**4,077**	*42%*
Conservancy Staff and Associated Costs	710,999	**382,561**	*54%*
Property Management	164,330	**43,162**	*26%*
General Admin Allocation - 13%	252,173	**147,919**	*59%*
Total Trust Conservancy Expenses	1,137,127	**577,719**	*51%*
General Administration			
Executive Management	432,337	**215,749**	*50%*
Administrative Services	493,394	**279,965**	*57%*
Office Operations	326,855	**129,366**	*40%*
Information Systems	564,634	**322,893**	*57%*
Computer/Furniture & Equipment	77,700	**80,671**	*104%*
Amortization Expense	168,000	**79,772**	*47%*
General Admin Recovery	(2,062,920)	**(1,108,417)**	*54%*
Net General Administration Expenses	-	**0**	
Total Expenses	9,302,357	**4,329,072**	*47%*
YTD Surplus (Shortfall)	(563,500)	**4,024,027**	
Amortization Adjustment	(168,000)	**n/a**	
Capital adjustment	n/a	**77,783**	
Adjusted surplus (shortfall)	(395,500)	**4,101,810**	

Variances > +/- 10% include explanations

Description	Approved Budget	YTD Actual	*% of budget received/*
Transfer from (to) General Revenue Surplus Fund	183,500	**(4,183,157)**	
Transfer from (to) LTC Project Reserve Fund	143,600	**64,832**	
Transfer from (to) Special Tax Requisition Fund	68,400	**16,516**	
	395,500	**(4,101,810)**	
Net Balance	-	-	

Note 1:

Projects made up of:			
SSIWPA - Coordination	60,000	**29,722**	50%
SSIWPA - Weston Lake	30,000	**27,294**	91%
SSIWPA - Water Protection Plan	38,400	**19,500**	51%
LTC Projects - allocated budget funds	143,600	**64,832**	45%
Housing Initiatives	5,000	**-**	0%
Groundwater Recharge Mapping	86,800	**22,034**	25%
Heritage Overlay Mapping	74,000	**-**	0%
LG Development Approvals Program	367,000	**148,660**	41%
TOTAL	804,800	**312,041**	39%

BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 25, 2022

From: Nancy Roggers, Finance Officer **Date Prepared:** November 10, 2022

SUBJECT: **FINANCIAL FORECAST AS AT SEPTEMBER 30, 2022**

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

Historically, FPC has forwarded financial forecasts to Trust Council for their information. If FPC wishes to forward this report, a resolution to do so must be made.

BACKGROUND:
The forecasted financial results for March 31, 2023 have been prepared based on actual financial performance to September 30, 2022 plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	ANNUAL BUDGET	YTD ACTUALS AT SEPTEMBER 30, 2022	FORECAST TO MARCH 31, 2023	*FORECAST OVER (UNDER) BUDGET*
TOTAL REVENUE	8,738,857	8,353,098	8,784,821	*45,964*
OPERATING EXPENSES	8,303,357	3,889,764	8,173,381	*(129,976)*
CAPITAL	77,700	80,671	90,100	*12,400*
PROJECTS	921,300	358,636	714,340	*(206,960)*
TOTAL EXPENDITURES	9,302,357	4,329,072	8,977,821	*(324,536)*
SURPLUS (SHORTFALL)	**(563,500)**	**4,024,026**	**(193,000)**	***370,500***
Funded by:				
Amounts invested in TCA, adjustment	168,000	80,671	90,100	*(77,900)*
Transfer from (to) Gen Rev Surplus Fund	183,500	(4,186,045)	(116,640)	*(300,140)*
Transfer from (to) LTC Project Reserve Fund	143,600	64,832	153,840	*10,240*
Transfer from (to) Spec. Prop Tax Reserve Fund	68,400	16,516	65,700	*(2,700)*
Net unfunded	-	**(0)**	-	-

The forecast to March 31, 2023 reflects a projected shortfall of $193,000 which is less than the budgeted shortfall of $563,500. Revenue is forecasted at higher than budgeted due to additional provincial grants and increased interest income associated with rising interest rates.
Operating expenses are forecasted to be lower than budgeted as a result of salaries unspent due to staff vacancies. Unspent salaries are partially offset due to higher than budgeted BC Government Employees Union

(BCGEU) agreement increases for union staff as well as higher than budgeted increases for excluded staff (management and CAO).

Capital spending is forecasted higher than budgeted due to increased spending on new trustee laptops, approved by Executive Committee earlier in the year.

Project spending is forecasted lower than budget due to delays in projects, or projects not moving forward at all in the year primarily as a result of vacancies in staff positions where that staff person would normally take on the project work/oversight.

An explanation of the significant revenue and expenditure areas contributing to this variance are as follows (where significance is determined as greater than or less than 10% from budget, and greater than or less than $5,000 from budget).

REVENUES

Revenues are forecasted to come in at a net $46,000 higher than budgeted due to:

- Fees & Sales – forecasted to be $49,000 (19%) under budget due to lower than anticipated application volumes estimated to be received in the year, as well as a few LTCs who adopted new fees later than anticipated, or have not yet adopted new fees.

- Federal Grant Income – forecasted to be $25,000 (12%) higher than budget due to $25,000 in additional grant funds received as part of the ITC's Species at Risk programming.

- Interest Income – forecasted to be $140,000 (700%) higher than budget due to increased interest rates on guaranteed investment certificates. Budget estimate was based on very low interest rates that were in place in the previous fiscal year, which have now rebounded significantly.

- Provincial Grant Income, Annual Grant – forecasted to be $48,000 (27%) higher than budget due to additional funding received from the Provincial Government in April 2022.

- Provincial Grant Income Restricted – forecasted to be $7,300 (100%) higher than budget for grant funds received for the Denman Island LTC Farm Plan project. This grant income was not included in the budget as it was not reported that the project would move ahead in fiscal 2022/23.

- Provincial Grant Income Restricted, LGDAP – forecasted to be $125,000 (-34%) below budget to due to delays in project work anticipated in the fiscal year. These grant funds are recorded as revenue as eligible spending on the project is incurred. With delayed spending on the project, corresponding delays in recognising the revenue stream is seen.

EXPENDITURES:

Total expenditures are forecasted to be $325,000 under budget.

Significant areas of under spending and overspending include:

- Amortization – forecasted to be above budget of $37,000 (22%) due to software purchases associated with the Local Government Development Application Approvals program that were not included in budgeted amortization.

- History and heritage funding grants in aid – forecasted overspending of $7,000 (175%) due to a higher number of applications received and approved by EC than anticipated.

- Communications – forecasted overspending of $8,500 (14%) due to higher than anticipated costs relating to the formulation and infographics for communications products related to census results. Additional overspending in this areas for Islands Trust Conservancy communications are funded by additional grant funding received for the Species at Risk program.

- Meeting Streaming Services – forecasted overspending of $15,000 (100%) due to a renewed service contract for streaming public meetings of Islands Trust and the Islands Trust conservancy. In previous years this was treated as a trial product, but as the function has been embraced, this is now a standing operational item.

- ITC Property Management – forecasted overspending of $20,000 (15%) due to additional grant funding received for the Species at Risk program.

- ITC Ecosystem Mapping – forecasted underspending of $18,000 (-100%). This work is now planned to be performed in-house by staff, and as such this amount will remain underspent, with an equal offsetting overspending in ITC staff salaries to pay for a co-op student to undertake this work.

- LTC Trustee Accounts – forecasted underspending totaling $6,200 (-16%) on LTC accounts for trustee expenses, LTC meeting expenses, APC meeting expenses and special projects due to underspending for APC meetings and special projects by LTCs primarily due to less APC meetings than anticipated and less special projects undertaken prior to the end of the term.

- Notices (Statutory & Non Statutory) – forecasted overspending totaling $4,200 (24%) due to increased volumes of notices required for public hearings and community information meetings for projects completed pushed to completion before the end of the term.

- Recruitment – forecasted overspending totaling $2,000 (33%) due to a higher than anticipated number of job posting advertisements to fill staff vacancies.

- Office Rent – forecasted overspending totaling $6,500 (2%) due to increases in Victoria office lease costs caused by higher insurance premiums paid by landlord that are passed to Islands Trust, higher than budgeted costs for the Northern office where the lease was renewed at higher rates then planned, and trustee on-island offices that incurred costs for three months of the year due to termination clauses in leases.

- Salaries and Benefits – forecasted underspending totaling $231,600 (10%) due to the following factors:

    - Forecasted overspending due to a BC General Employee Union (BCGEU) increase, budgeted at 2% and included in this forecast for actual increases of 4%.

    - Forecasted underspending due to staff vacancies during the year including the Salt Spring Island Regional Planning Manager, Gabriola Island Regional Planning Manager, Director of Planning Services, Legislative Services Manager, Bylaw Enforcement Officer Positions, Senior Intergovernmental Policy Advisor and Island Planner, Planner 1 and Planner 2 positions in both Salt Spring and Northern offices.

    - Overspending in administrative services due to extended paid staff leaves, where temporary full-time staff were backfilling for absences.

- Mobile Devices – forecasted overspending totaling $9,500 (58%) due to the expiration of mobile plan discounts that were not captured in the budget.

- Travel for Training – forecasted overspending totaling $5,100 (32%) due to an increase in the amount of travel for training where staff have been restricted to only remote training for the past two years during the pandemic.

- Travel – forecasted overspending totalling $7,000 (12%) due to an increase in travel costs for Islands Trust Conservancy staff where water taxi costs have increased substantially since the budget was approved, as well as increased volumes of travel for bylaw enforcement staff during the summer months to enforce bylaws.

- Projects - forecasted underspending of $206,900 (-22%) due to the following factors where underspending has been offset by some overspending :

    - Underspending of $74,000 for the Heritage Overlay Mapping project which will not proceed this year due to a staff vacancy in the position scheduled to oversee the project.

    - Underspending of $125,000 for the Local Government Development Approvals Program grant where the work has been delayed and will take place next fiscal year.

    - Underspending of $7,500 for the Governance Management & Operations Review project where advancement on work has been delayed due to the end of the term and timing of forming the new Governance Committee.

    - Underspending of $8,000 for the Stewardship Education project where mailing costs for the 'Living in the Trust Area' mailing program due to more house sales in the region than anticipated at the time of budgeting.

    - Overspending of $10,000 in projects where advertisements/statutory notices for public hearings and community information meetings were higher than anticipated.

Other variances are not considered significant for the purposes of reporting.

CONCLUSIONS:
The approved spending budget for fiscal year ending March 31, 2023 is $9.3M. Current forecasted spending for the year is $9.0M, which is less than budget by approximately $325,000 (-3.5%).

The budget planned for a transfer from the surplus fund of $183,500. The current forecast estimates a contribution to the surplus fund of approximately $117,000, representative of underspending against budget.

Forecasted transfers from reserve funds are not significantly different to budget. The forecast expects a $10,000 additional transfer from the LTC project specific reserve fund and a reduced transfer from the SSI special property tax reserve fund of $2,700.

ATTACHMENT(S):

Q2 September 30 Financial Forecast

FOLLOW-UP: Forward to Trust Council for information.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Director, Administrative Services/November 21, 2022

ISLANDS TRUST
Q2 Forecast to March 31, 2023
As at September 30, 2022

Description	Annual Budget	YTD Actuals at Sep 30, 2022	Forecast to March 31, 2023	Forecast Over (Under) budget $	Forecast Over (Under) budget %
REVENUES					
Fees & Sales	264,724	96,636	**215,376**	*(49,348)*	*-19%*
Federal Grant Income R	213,500	123,133	**238,500**	*25,000*	*12%*
Provincial Grant Income Non R	180,000	228,000	**228,000**	*48,000*	*27%*
Provincial Grant Income R on LTC projects	-	7,314	**7,314**	*7,314*	*100%*
Provincial Grant Income R LGDAP	367,000	148,660	**242,000**	*(125,000)*	*-34%*
Property Tax Levy General	7,309,863	7,309,863	**7,309,863**	-	*0%*
Property Tax Levy - BIM	323,769	323,769	**323,769**	-	*0%*
Special Levy Property Tax Requisition	60,000	60,000	**60,000**	-	*0%*
Interest Income and Other Income	20,001	55,724	**160,000**	*139,999*	*700%*
Total Revenue	8,738,857	8,353,098	**8,784,821**	*45,964*	*1%*
EXPENSES					
Admin Cost Recovery	(2,062,920)	(1,108,417)	**(2,062,920)**	-	*0%*
Admin Support Services	2,062,919	1,108,417	**2,062,919**	-	*0%*
Amortization Expense	168,000	79,772	**205,000**	*37,000*	*22%*
Applications Sponsored by EC	4,000	-	**4,000**	-	*0%*
NAPTEP Applications Sponsored by EC	1,000	-	**1,000**	-	*0%*
History and Heritage Funding Grants in Aid	4,000	6,000	**11,000**	*7,000*	*175%*
Audit	20,000	330	**20,000**	-	*0%*
Bank Charges & Interest	4,000	1,127	**4,000**	-	*0%*
Board of Variance	1,200	1,331	**1,300**	*100*	*8%*
Committee Expense FPC	800	-	**800**	-	*0%*
Committee Expense RPC	800	295	**800**	-	
Committee Expense TPC	800	2,314	**4,600**	*3,800*	*475%*
Communications	61,291	10,822	**69,800**	*8,509*	*14%*
FN Protocol Funds	5,004	-	**2,500**	*(2,504)*	*-50%*
SW Support and Licensing	80,400	45,043	**80,400**	-	*0%*
Internet	47,800	23,814	**47,800**	-	*0%*
Technical Support	94,715	45,998	**94,700**	*(15)*	*0%*
Meeting Streaming Services	-	7,641	**15,000**	*15,000*	*100%*
Contract Services	140,600	22,988	**140,600**	-	*0%*
Elections	141,000	11,577	**141,000**	-	*0%*
Insurance	192,000	95,921	**190,200**	*(1,800)*	*-1%*
ITC "Board Honoraria"	6,600	1,550	**6,950**	*350*	*5%*
ITC "Board Meeting Expense"	1,425	1,044	**1,400**	*(25)*	*-2%*
ITC "Board Training & Conferences"	1,600	1,478	**1,600**	-	*0%*
ITC "Property Management"	137,780	35,474	**157,800**	*20,020*	*15%*
Conservation Planning & Land Securement	26,550	7,688	**26,550**	-	*0%*
ITC "Ecosystem Mapping"	18,000	-	**-**	*(18,000)*	*100%*
Land Title Registrations	-	1,901	**3,600**	*3,600*	
Legal "General"	48,784	28,475	**48,784**	-	*0%*
Legal "Bylaw Enforcement Litigation"	80,795	34,949	**80,787**	*(8)*	*0%*
Legal "Litigation Defence"	85,551	46,560	**85,551**	-	*0%*
LTC - Trustee Expense	4,501	908			
LTC "Executive Expense on LTC's"	12,000	7,454			
LTC Local Exp LTC Meeting Expenses	32,399	16,154	**57,300**	*(6,209)*	*-16%*
LTC Local Exp APC Meeting Expenses	4,860	1,915			
LTC Local Exp Communications	5,000	2,588			
LTC Local Exp Special Projects	4,749	62			
Meeting Expense	66,600	7,317	**69,800**	*3,200*	*5%*
Memberships	13,899	7,850	**14,500**	*601*	*4%*
Notices Statutory & Non Statutory	17,850	6,236	**22,100**	*4,250*	*24%*
Office Rent	394,500	209,523	**401,000**	*6,500*	*2%*

Office Services	61,000	22,594	**61,000**	-	0%
Postage & Courier	9,595	3,583	**7,200**	*(2,395)*	-25%
Recruitment	6,000	5,330	**8,000**	*2,000*	33%
Safety	5,000	2,732	**5,000**	-	0%
Salaries - Admin Staff	2,232,803	1,111,928			
Benefits - Admin Staff	567,132	281,620			
Salaries - Planners & RPMs	1,409,006	646,287			
Benefits Planners & RPMs	357,887	163,159	**5,230,100**	*(231,657)*	-10%
Salaries Planning Support	433,987	212,447			
Benefits Planning Support	110,232	53,609			
Salaries Bylaw	279,673	138,192			
Benefits Bylaw	71,037	34,915			
Stationary & Supplies	31,400	18,603	**31,400**	-	0%
Subscriptions	6,660	2,397	**6,060**	*(600)*	-9%
Telephone	12,100	6,392	**12,100**	-	0%
Mobile Devices	16,490	12,981	**26,000**	*9,510*	58%
Training "Organization Wide"	5,000	945	**5,000**	-	0%
Staff Meetings and Recognition	13,600	5,849	**13,600**	-	0%
Training & Conferences	43,425	17,800	**40,000**	*(3,425)*	-8%
Travel for Training	16,035	13,974	**21,200**	*5,165*	32%
Travel	57,127	45,205	**64,200**	*7,073*	12%
Trustee Remuneration	554,424	278,163	**556,300**	*1,876*	0%
Trustee Remuneration "CPP Expense"	20,177	10,584	**21,200**	*1,023*	5%
Trustee Remuneration Health/Dental Benefits	40,885	20,442	**40,900**	*15*	0%
Trustee Remuneration Pay In Lieu of Benefits	1,000	500	**1,000**	-	0%
Trustee Remuneration "Employer Health Tax"	9,141	5,434	**10,900**	*1,759*	19%
Trustee Remuneration "Executive on LTC's"	1,689	-	**-**	*(1,689)*	-100%
Operating Expenses Subtotal	8,303,357	3,889,764	**8,173,381**	*(129,976)*	-1.57%
CAPITAL					
Computer H/W & S/W	74,500	79,908	**84,900**	*10,400*	14%
Furniture and Equipment	3,200	763	**5,200**	*2,000*	63%
Capital Subtotal	77,700	80,671	**90,100**	*12,400*	16%
PROJECTS					
LTC Projects Funded by LTC Reserve Fund	143,600	64,832	**153,840**	*10,240*	7%
LTC Projects Funded by Special Requisition Surplus	68,400	46,794	**65,700**	*(2,700)*	-4%
LTA Work Funded by Special Requisition (SSIWPA)	60,000	29,722	**60,000**	-	0%
Strategic Plan Projects	275,800	68,629	**186,300**	*(89,500)*	-32%
Operational Projects	373,500	148,660	**248,500**	*(125,000)*	-33%
Projects Subtotal	921,300	358,636	**714,340**	*(206,960)*	-22%
Total Expenditures	9,302,357	4,329,072	**8,977,821**	*(324,536)*	-3.5%
Surplus (shortfall)	**(563,500)**	**4,024,026**	**(193,000)**	*370,500*	-65.7%
Funded by:					
Amounts invested in TCA, adjustment	168,000	80,671	**90,100**		
Transfer (to) from General Revenue Surplus Fund	183,500	(4,186,045)	**(116,640)**		
Transfer (to) from LTC Project Specific Reserve Fund	143,600	64,832	**153,840**		
Transfer (to) from Special Tax Requisition Fund	68,400	16,516	**65,700**		
Net Surplus (Shortfall)	-	(0)	-		

December 2022 Islands Trust Council
2023/24 Proposed Budget

Purpose:
- To provide Trust Council with an overview of the Financial Planning Committee's current draft of the 2023/24 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive feedback for amendments as needed;
- To provide an opportunity for questions, comments and recommendations from Trustees before the Financial Planning Committee develops a draft budget package for public comment in January.

Resources:	**Financial Planning Committee**	Stefan Cermak, Director, Planning Services (DPS)
	Julia Mobbs, Director, Administrative Services (DAS)	Clare Frater, Director, Trust Area Services (DTAS)
	Russ Hotsenpiller, Chief Administrative Officer (CAO)	David Marlor, Director, Legislative Services (DLS)

WHAT	WHO
Introduction *(3 minutes)*	Chair, FPC
Comments *(2 minutes)*	Chief Administrative Officer

1. 2023/24 Proposed Budget Overview *(up to 30 minutes)*
Document References
• Budget Assumptions and Principles (BAP)
• Draft Budget Overview
• Draft Budget Detail
• Funding Requests Summary
  ○ Strategic Plan Initiatives
  ○ Committee Projects
  ○ Operational Initiatives
	Director, Administrative Services – general overview
	
	Senior Management Team – specific funding requests

Trustees Questions and Discussion *(remainder)*	Trustees
2. Special Property Tax Requisition • Review SSI LTC request for special property tax requisition	Director, Planning Services/ Chair, SSI LTC

NEXT STEPS:
- **January 2023**:
  - FPC meeting to review Draft 2, Version 1 of the budget and public consultation documents.
- **February 2023:**
  - Consultation with public on draft budget package.
  - FPC meeting to review Draft 2, Version 2 of the budget and results of budget public consultation.
- **March 20223**
  - Trust Council approval of a Budget Bylaw to be forwarded to the Minister by March 31

ISLANDS TRUST

2023/24 Draft Budget Assumptions and Principles

December 2022

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible manager and Director, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with local trust committees and identify top priorities and senior staff review project recommendations with Trust Council's committees and Executive Committee. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs, policy requirements and operational needs to ensure activities are appropriately funded. The Director of Administrative Services reviews the consolidated spending on behalf of the organization with respect to completeness and accuracy and compiles the detailed budget for the year. The draft budget detail is reviewed by the 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.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
1	**Fees and Sales**	Budgeted fees revenue has historically been based on an average of previous years' actual revenues, adjusted for trends identified by the Director, Planning Services. In June 2021, Trust Council amended their Application Processing Services Policy 5.6.1 which includes a revised Model Fees Bylaw for consideration by LTCs. LTCs have adopted and implemented new Fees. LTCs have adopted new fees bylaws based on the revised model fees. Budgeted fees revenue for 2023/24 will be based on the following: - Estimated application volumes, by type and by local trust area based on fiscal 2022/23 volumes - Estimated application fees by type and by local trust area, as determined by Trust Council's revised model bylaw approved in June 2021.	Historical application volume levels seen in the two most recent fiscal years. Model Fees Bylaw as approved in Trust Council's Application Processing Services Policy 5.6.1. All LTCs except North Pender and Saturna have adopted new fees bylaws as of the date of budget drafting.

2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.	Prior year funding levels.
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. 1. In Fiscal 2021/22, Island Trust was awarded a grant of \$367,795 under the 2021 Local Government Development Approvals Program. Assume following spending schedule associated with this grant: F2021/22 - \$183,900 received, nil spent F2022/23 – Planned spending \$243,000 F2023/24 – Planned spending \$125,000 2. Indigenous Watersheds Initiative (IWI): \$38,000 received, assumed full amount to be spent in fiscal 2023/24. The planned spending in F2023/24 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.	Signed grant agreements between: 1. Islands Trust and Province of BC: Local Government Development Approvals Program (LGDAP) 2. Islands Trust and Province of BC: Indigenous Watersheds Initiative Other grants as identified and approved.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. In May 2022, Environment and Climate Change Canada (ECCC) extended their funding agreement with the ITC for their continued work related to protection of Species at Risk in the Trust Area. The new agreement totals \$668,000 in funding over the next 3 fiscal years to March 31, 2026. Of the total funding awarded, \$220,000 relates to work to be performed in fiscal 2023/24. This amount is recognised as revenue in the draft budget, along with the related expenses paid for by the grant. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	The extended grant agreement between Islands Trust Conservancy (ITC) Board and Environment and Climate Change Canada is still in negotiations. The ITC Board has passed a resolution to accept the funding and extend the program until March 31, 2026 (resolution ITC-2022-026).

5	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines. It is assumed that there will be increased pressures on taxation in the coming budget year as a result of: - Reduced minimum balance surplus levels, meaning less funds available to draw from to balance the budget as has been historical practice of the Trust. - Anticipated increases in the operating budget - Anticipated increases in project budgets	Draft budget expenditures less amortization expense (non-cash item), less other revenue sources.
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the Non-Market Change (NMC) within the total Trust Area. Non-Market Change relates to things such as new construction, property class changes, exemption changes, zoning changes.	Draft 1 of the budget retains the previous budget's Non-Market Change (NMC) values. BC Assessment report provided in January each year indicates non-market growth for the Trust Area and is updated in the draft budget at that time.
7	**Property Taxes – Special Requisitions**	Assumed Salt Spring Island Local Trust Committee (SSI LTC) will request by way of resolution, a special levy to continue the Salt Spring Island Watershed Protection Alliance (SSIWPA).	Trust Council *Policy 6.3.2 Special Property Tax Requisition* SSI LTC resolution #2022-124
8	**Property Taxes – Bowen Island Municipality (BIM)**	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy *7.2.6 Municipal Tax Requisition Calculation*
9	**Investment Income**	Assumed interest income will be higher than recent historical levels due to rising interest rates. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
10	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust and historical inflows of grant funding.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
11	**Inflation**	The cost of goods and services will rise in line with inflation. Application of this assumption is not always applied in a direct manner whereby all expenses are increased by a CPI. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate. This assumption is updated when December CPI is available in January.
12	**Staffing Levels**	Assumed Island Trust management will bring forward funding requests for additional staff positions if desired, or revised staffing complements that result in budget increases. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	Current staffing levels, plus: 1 FTE: LTC Meeting Administrator 6 staff reclassification proposals
13	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	*Public Service Labour Relations Act* (all staff). *Public Service Act* and Public Service Agency (PSA) policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays.
14	**First Nations Engagement and Reconciliation**	First Nations engagement and reconciliation activities should be integrated into Islands Trust work and budget development. All business cases should include consideration of First Nations engagement needs (e.g. capacity funding, relationship building opportunities) and opportunities Identification of staff/contractor time and	Trust Council Policy 6.1.1 First Nations Engagement Principles Trust Council and Islands Trust Conservancy Reconciliation Declarations

		other resource needs.to advance reconciliation and identify associated costs.	Identification of means to promote early and meaningful engagement with First Nations governments and undertake reconciliation activities and associated resource needs.
15	**Engagement and Communication**	Public engagement and communication needs should be considered for all projects. All business cases should include consideration of public engagement and communications needs (e.g. engagement tools, communication products, advertising, graphic design) and identify associated costs.	Identification of staff/contractor time and other resource needs.
16	**Trustee Remuneration**	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees will increase due to the addition of the Governance Committee, but that meetings requiring payment to trustees for the other three Trust Council Committees (FPC, TPC and RPC), and for the Islands Trust Conservancy Board will remain similar to fiscal 2022/23 figures. Also, assumed that the Trust Council and Islands Trust Conservancy will not form additional committees for 2023/24.	TC *Policy 7.2.1 Trustee Remuneration*. (census information 2016), stats Canada CPI information, Folio information from BC Assessment)
17	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust has signed a two- year lease with Gabriola Island office landlord. During this time management will continue to explore opportunities to share office space with other Provincial agencies in Nanaimo, BC. With the adoption of a more remote workforce at the Trust, real estate needs on Gabriola Island may shift, providing an opportunity to re-evaluate our needs in the current climate. Consideration of retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment. Early discussions with the landlord of the Salt Spring Island Office (BC Hydro) indicates likely shrinking the available office space which will disrupt work in the office and lead to changes in lease. At the direction of Trust Council office leases for space for trustees on the following islands were terminated during Fiscal 2022/23: Denman, Mayne, Pender and Saturna Islands. The Galiano trustee office remains in use.	TC *Policy 7.4.4 On-Island Trustee Offices.* Existing multi-year office leases.

18	**Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for local trust committees to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work which LTCs can draw from throughout the year. LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council.	Local Planning Services Review 2018 TC's Strategic Plan 2018-2022 TC Policy 5.9.1 *Best Management Practices for Delivery of Local Planning Services to Local Trust Committees*
19	**Planner Resource Allocation**	Amendments to Trust Council policies 6.2.1 (Priority Setting) and 6.7.1 (Work Programs, FUALs, and Priority Charts) direct budgeting for planning projects in next fiscal: Each LTC except Salt Spring Island LTC may only have one minor project. Salt Spring Island may have three minor projects. Major and extraordinary projects (>$5,000) must be presented to Trust Council by business cases for consideration, and only two new projects will receive funding annually.	LPS Review 2018 TC's Strategic Plan 2018-2022 Implementation TC Policy 6.2.1 Priority Setting/Review Guidelines TC Policy 6.7.1 Work Program, Follow-up Action List and Priorities Report
20	**Strategic Plan Projects**	Assumed projects underway as part of the current strategic plan will be seen through to completion.	TC's Strategic Plan 2018-2022
21	**Elections Cost**	No Election in Fiscal 2023/24. A contribution to surplus is included in the budget for possible by-elections, in accordance with TC policy.	Elections BC timelines. TC Policy 6.6.1 By-Election Funding
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
22	**General Surplus**	Assumed that general surplus will be used to reduce tax burden leaving the general revenue surplus at the minimum level under Trust Council Policy.	TC *policy 6.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level of General Revenue Surplus as "*2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant*".

23	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund.	Reserve fund balance/value of LTC projects in budget.
24	**Special Property Tax Surplus Fund**	Salt Spring Island Local Trust Committee has a special property tax fund for unspent special requisition monies collected in previous fiscal years. These funds can be used to offset proposed new special requisitions for the same work, or used for other local projects at the completion of the work related to the collected funds. No requests at this time from the Salt Spring Island Local Trust Committee to spend funds from the SSI special property tax reserve fund to offset the existing special requisition request, or use for other work.	Salt Spring Island Local Trust Committee (SSI LTC)
25	**Significant Unusual Circumstances**	The COVID-19 pandemic is ongoing. The ramifications of this are likely to continue in some capacity into fiscal 2023/24, impacting the way in which we do business. Many of the new processes that have been adopted during the pandemic will continue permanently in some capacity in the future. Significant processes expected to continue into fiscal 2023/24 include: - Hybrid meeting models for public meetings and some internal staff meetings - A more remote workforce, which may impact office real estate needs The impacts of these factors will be captured in the budget as much as is possible to estimate.	Provincial Health Officer restrictions, Islands Trust CAO and management team, Trust Council and Council Committee resolutions

<u>Resolutions Referenced, in order of mention:</u>

SSI 2022-124

That the Salt Spring Island Local Trust Committee endorse the SSIWPA special property tax requisition business case attached to the staff report of July 27, 2022 and forward it to Islands Trust Financial Planning Committee for inclusion in the draft 2023/24 Islands Trust budget.

ITC-2022-026

that the Islands Trust Conservancy Board direct staff to draft and sign an amended contribution agreement with Environment and Climate Change Canada (ECCC), extending the existing Species at Risk Program funding until March 31, 2026, including a budget increase for the 2022/23 fiscal year of $25,000 and the addition of $220,000/year in funding for the next three fiscal years (2023/24 through 2025/26).

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 7, 2022
From:	Financial Planning Committee	**Date Prepared:**	November 20, 2022
SUBJECT:	**Draft 2023/24 Budget Overview**		

PURPOSE:

To provide Trust Council with the draft 2023/24 budget for their review, comment and direction.

BACKGROUND:

The Budget Assumptions and Principles (BAP) for the fiscal 2023/24 budget cycle were reviewed by Financial Planning Committee at their August 2022 meeting, where they directed amendments to include First Nations reconciliation and Engagement and Communications as specific Trust principles to incorporate into the draft budget.

In September 2022, Trust Council reviewed the amended BAP document and requested no changes to the planned budget approach. The document has been used a guide in putting together the draft 2023/24 budget.

Since Trust Council's approval of the budget assumptions and principals in September, the following activities have taken place:

- Council Committees (EC/TPC/RPC) have submitted business cases for their funding requests.
- The Islands Trust Conservancy Board (ITCB) has reviewed and submitted its budget request for the fiscal year, including business cases for new initiatives.
- All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives requiring funding.
- Staff have prepared estimates for Trust-wide expenses with the input of the CAO and Directors.

The above information submitted from all parties has been collated into the draft 2023/24 budget that is presented in this agenda. Financial Planning Committee has reviewed the budget draft and forwards this draft to TC as their current budget recommendation.

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2023/24 budget contains the following:

- Total proposed planned spending of $10.0M:
  - Operating budget $8.8M (excluding amortization expense)
  - Projects budget $1.1M
  - Capital budget $127,000
- A proposed 10.55% general tax increase to local trust areas
- A proposed 11.47% tax levy increase to Bowen Island Municipality.
- A proposed draw from the General Revenue Surplus Fund of $290,500.
- A proposed draw from the LTC Project Reserve Fund of $52,000.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

Comparison to current year forecast – A comparison to current year forecasted spending is helpful to determine real trends in spending levels which can inform budget development for the immediately subsequent fiscal year.

The draft **operating budget** has increased by $657,000 (8%) over the current year forecast. The largest factors contributing to this increase are as follows:

- An increase in insurance costs of $18,000
- An increase in ITC ecosystem mapping costs of $18,000
- An increase in legal general costs of $21,000
- An increase in office leases and associated costs of $22,000 and $24,000 respectively
- An increase in staff salaries and wages of $771,000
- An increase in training and conference costs of $13,800
- An increase in trustee remuneration of $24,000
- An increase in trustee benefits costs of $36,000

The draft **projects budget** has increased by $350,000 (49%) over the current year forecast due primarily to significant funding requests from the SSI local trust committee. Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on Trust Council priorities and could have very different costs depending on the nature of work being completed.

The draft **capital budget** has increased by $37,000 (41%) over the current year forecast primarily due to three server replacements and related licensing upgrade costs.

DRAFT 2023/24 BUDGET - OVERVIEW

Planned Revenues:

External sources of revenue include application fees, grant funding, property taxes, levies, and investment income.

Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust surplus funds and reserve funds.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $8.2M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 11.80% ($863,000). This amount is comprised of:

- A proposed average tax increase of 10.55% ($771,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 1.25% ($91,000) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor from the previous year, and will be updated when new information is available in December 2022.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at approximately $364,000 in the draft budget. This is a total increase over last year's budget of 12.4% ($40,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 11.47% ($37,000) from the existing tax base; plus
- An estimated 0.95% ($3,100) generated from new tax base associated with NMC factors. This figure is based on NMC factor from the previous year, and will be updated when new information is available in December 2022.

Special Tax Requisitions:

The Salt Spring Island (SSI) LTC has requested that Trust Council approve a special property tax requisition to continue the work of SSIWPA. The requested amount is $75,500, consistent with the previous year's budget. The LTC has submitted reports attached to this agenda to support their request.

Grant Revenues:

Total grant revenues in the draft budget amount to $547,000, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2022/23- $180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted multi-year federal grant has been awarded to ITC for work related to Species at Risk in the Trust Area. This grant was originally signed in October 2020, and extended in May 2022. Of the total funding awarded, $220,000 relates to work to be performed in fiscal 2023/24. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.
- A restricted provincial grant from UBCM as part of the Local Government Development Applications Processing initiative has been awarded to the Trust totaling $367,000 to undertake work to improve existing processes associated with processing land use applications at the Trust. This grant was awarded in September 2021. Of the total funding awarded, staff expect to spend all $125,000 in fiscal 2023/24. As such this amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.
- A line for contingent grant income is included in the budget with a nominal $1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

Other Revenue Sources:

- Fees and Sales from applications is set at $262,000 (2022/23 - $264,724) based on an estimate calculated using anticipated application volumes, by type and LTC, multiplied by application fees.
- Interest income is budgeted at $130,000 (2022/23- $60,000) based on estimated investment returns on the investment of 2023/24 property tax funds, and assumes interest rates will remain low.

Surplus Funding:
The proposed budget shortfall of $342,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $290,500 is included in the draft budget, all of which is allocated to strategic plan initiatives.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $52,000 is included in the draft budget to offset total LTC project costs.

Staff have used second quarter forecasted figures to estimate the balance that may remain the GRSF and the LTCPSRF at the end of the current fiscal year to be $1.9M and $52,000 respectively. These balances have been taken into account when determining amounts to draw from surplus and reserve in the draft budget.

No draw from the SSI Special Property Tax reserve fund has been requested by the SSI LTC, as such no amounts are included in the budget.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $6.0M budget (2022/23- $5.5M), representing 60% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

**represents inclusion of a 0.3FTE co-op student*

- Executive and Legislative Services – 5.0 FTE
- Trust Area Services – 5.4 FTE
- Islands Trust Conservancy – 7.9 FTE*
- Local Planning Services – 29.6 FTE**
- Bylaw Enforcement – 5.0 FTE
- Administrative Services – 9.1 FTE

  TOTAL = 62.0 FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
  - The addition of a 1.0FTE LTC Meeting Administrator, budgeted at approximately $60,000 including base salary and benefits. A business case for this new position is included in the agenda package for review.
  - The reclassification of six administrative planning staff, which would result in higher level responsibilities and salaries for all six positions. If successful, this reclassification would increase salaries expense by approximately $30,000.

- Staff salaries and benefits have been adjusted from previous years for the following factors:
  - A 6.1% wage increase for all BCGEU staff members, effective April 1, 2023. This amount is based on the BCGEU agreement which indicates a possible increase between 5.5% and 6.75% for next fiscal year. Staff use the mid-point of possible increases for purposes of the budget.
  - An adjustment for 22 BCGEU staff who will move up ‘steps’ in their range in the fiscal year (3.0% per step per person).
  - An effective up-to 3.0% wage increase (i.e.: a 4.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
  - An analysis of historical staff overtime was performed in previous fiscal years and is used to budget for estimated overtime in fiscal 2023/24. Overtime costs currently make up approximately $39,000 (2022/23- $44,128) of the total salaries and benefits expense, which equates to approximately $49,000 (2022/23- $54,939) when grossed up to include the cost of benefits associated with potential payouts of this expense.
  - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.2M (2022/23- $1,030,666). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.
  - No allowance for staff turnover has been made in the 2023/24 draft budget (2022/23 – $nil) as it is expected any savings realized through staff vacancies will be offset by the hiring of temporary or contracted human resources to ensure adequate production of planned work for the fiscal year.

Trustee remuneration remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* amounts to $580,000 in the 2023/24 draft budget (2022/23- $554,000). Factors influencing this figure include the following:

- An anticipated 5.2% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at the new rate of 5.95% at January 1, 2024.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members. Six meetings for each of RPC, TPC, FPC and the Governance Committee have been budgeted for, reflecting historical meeting frequencies.

Trust Council meeting expenses have been budgeted under the assumption that two meetings of Trust Council will be held in-person, and all additional meetings will be held electronically. This approach will be adjusted if Trust Council resolves to take an alternate approach. Current planned spending for Trust Council meetings in the draft budget is $52,000 (2022/23 – $54,000), which represents $25,000 per in-person meeting, plus $1,000 per electronic meeting to allow the Chair of TC to travel to Victoria to Chair the meeting from the Victoria boardroom, as is his preference.

Executive Committee meeting expenses are budgeted at $7,500 (2022/23- $5,000), which reflects a plan to meet in-person more frequently than recent history as the new EC gets to know one another, but commits to electronic meetings as much as possible otherwise.

Council Committees meeting expenses are budgeted at a total of $4,000 (2022/23 - $2,400) with the assumption that committees will primarily meet electronically, with one in-person meeting funded for each of Regional Planning Committee and the Governance Committee and two in-person meetings for Trust Programs Committee. Whether or not funding for the newly legislated Accessibility Committee will be required has yet to be determined. Currently no funds are budget; this will be updated as new information becomes available later in the budget cycle.

LTC-direct expenses amount to $44,000 (2022/23- $63,500), which is lower than previous budget years. The reduction is due to the proposed new 1.0FTE LTC Meeting Administrator staff position, which would be responsible for LTC minute taking, thus reducing the contractor costs typically included in this line. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, costs of taking meeting minutes.

LTC project expenses are budgeted at $534,000 (2022/23- $272,000) for LTC projects with funding requests already submitted ($498,000), plus an allowance for upcoming, currently unknown LTC projects ($36,000). A breakdown of LTC project funding requests is as follows:

DE: Housing Project - current ongoing	$	18,000
GB: OCP/LUB Project - new	$	60,000
GM: OCP Project - current ongoing	$	16,000
HO: OCP Amendment - current ongoing	$	15,000
SS: Major OCP & OCP - ongoing Housing + CDF	$	227,000
SS: Ganges Village Plan - current ongoing	$	86,500
SS: Watershed Protection Alliance (special property tax requisition)	$	75,500
TOTAL LTC PROJECT REQUESTS	**$**	**498,000**

In recent history, LTC projects have been funded from monies in the Special Purpose LTC Project Reserve fund (LTCPSRF). The amount estimated to be available in the LTCPSRF to fund these projects in the 2023/24 budget is approximately $52,000. This amount has been included in the budget as a draw from reserve to partially pay for LTC projects.

Planning staff have completed an assessment of the feasibility of completing all planning projects in a single fiscal year. This report is included with the budget materials to in budget recommendations and decisions.

Islands Trust Conservancy expenses, (excluding ITC staff salaries and benefits of $734,000), amount to $297,000 in the 2023/24 draft budget (2022/23- $246,000). Significant changes in this amount include:

- An increase in property management costs representing increased property management work associated with species at risk. This increase is primarily funded by grants, with approximately $5,000 in new non-grant costs to pay for new land conservation.
- An increase to fund development of a First Nations engagement plan of $10,000

Detail on the formal budget request from the ITCB is attached to the agenda for review. The ITCB meeting agenda and minutes where budget items were discussed can be viewed on the Trust website here.

Office leases and associated costs amount to $508,000 (2022/23- $455,500). Main staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. A smaller on-island office lease remains in use on Galiano Island historically used by trustees and planning staff for meetings with members of the public. New Galiano trustees may determine this space is not useful to them and direct staff to release the space. Trust Council may also give this direction.

The primary driver of increases in this areas is increased lease costs associated with the three main office spaces, due to rising costs incurred by landlords and passed on to Islands Trust as tenants.

FOI & Records Management is a new budget line in 2023/24, containing budget for contracted help addressing Freedom of Information Requests at $10,000. This budget was formerly included in contracted services.

Recruitment & Labour Relations has a budget of $21,000 (2022/23 – $6,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency. This budget line formerly included only costs for job posting advertisements, with contracted HR assistance recorded in a different budget line. The increase in this budget line of $15,000 is entirely related to the reclassification of these costs to this budget line. No actual increases in costs are budgeted for.

Payroll Processing is budgeted at $19,500 (2022/23 – nil) reflecting expenses paid to the public service agency for this activity. This is a new budget line in 2023/24. Costs for this activity were formerly contained in 'contracted services' which is being done away with internally. No actual increases in costs are expected from this work.

Insurance costs have once again risen and are budgeted at $208,000 (2022/23- $192,000), based on renewal amounts with our existing insurer for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan continues to increase due to continued hardened insurance markets and an history of ongoing and new legal claims at Islands Trust.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $222,000 (2022/23- $215,000). Legal General is budgeted at $70,000 which is lower than historical spending norms in this area. Management intends to increase rigor around spending in this area, but acknowledges new trustees may bring forward new inquiries which could result in higher legal spending than planned. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files.

Legal for Bylaw Enforcement has been budgeted at $85,000, fairly consistent with the 2022/23 budget, which reflects existing levels of enforcement on the islands. Increased enforcement directed by new LTCs may result in higher legal fees in this areas.

Legal Litigation is budgeted at $72,000 (2022/23 - $85,600) which is an estimate of legal fees associated with existing legal claims. If new claims are incurred in the year, or existing claims see more activity than anticipated, this budget area may need to be increased. Actual spending in this budget over the most recent three years is $90,500. Legal litigation is a difficult item to budget for and while consideration for known claims can be made, there is no way to know what may come forward in the year. An alternative approach to an increased budget would be to budget for a lower expense in this area, and draw on additional surplus funds should more funds be required in the year for increased litigation. This puts extra pressures on the surplus fund however, and may put minimum surplus balances at risk.

Software Support and Licensing expenses are budgeted at $147,000 (2022/23- $80,400), which includes costs for the many software systems used by the Trust in their everyday work. Significant drivers of the increase to this budget line include:

- $38,000 in new costs for maintenance of the new CityView software being implemented in the current year. This will be an annual ongoing cost.
- $16,000 in Zoom meeting costs. This item was excluded in the current year budget, but has been corrected in the 2023/24 budget.
- $9,000 in software costs for a new Client Relationship Management system for use throughout the organization. This system will replace the expiring, Islands Trust Conservancy contact database. The new system will have added organization-wide use tracking external contacts, including First Nations correspondence and meeting information for purposes of greater relationship building.

Computer Hardware and Software expenses have been budgeted at $121,800 (2022/23- $67,000) which includes costs for three server replacements ($38,000), two software license upgrades for Microsoft and virtual servers ($28,500), the purchase of six new computers as part of the Trust rolling computer refresh cycle ($15,000), as well as support costs incurred for contracted support completing these projects ($30,100).

Contracted Services have a small budget of $2,500 for ITC admin support. In previous years, this budget line included costs for things such as payroll processing and contracted assistance with Freedom of Information requests. Staff have moved these costs to other budget lines to better reflect the type of expense as opposed to the method under which it was procured. These moved items are discussed in the budget line they relate to.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $327,500 (2022/23- $275,800), broken down in the following list:

• Reconciliation Action Plan*	$30,000
• ITC First Nations Engagement Plan	$10,000
• Policy Statement Amendment	$105,500
• Stewardship Education Program	$20,000
• Secretariat Services	$25,000
• Regional Planning Committee placeholder	$100,000
• Indigenous Watersheds Initiative*	$22,000
• Governance Committee projects	$15,000

Business cases outlining rationale for each funding request is attached to the agenda, except for those containing an asterix (*) beside the project name. Of note:

- No plan is currently in place to bring forward a business case for the Reconciliation Action Plan implementation, however FPC may request that one be submitted for the next budget review if desired.

- The RPC has passed a resolution to include a placeholder for funds, which will be specially allocated by the new RPC at their next meeting.

Operational projects reflect initiatives of staff as part of their assessment of operational needs and areas of continued improvement, and include the following:

- LG Development Approvals Program: LPS $125,000 (paid by grant funds)
- Accessibility Plan Development $ 2,500

No business case is included for the LG Development Approvals Program as this is a project approved in fiscal 2022/23 that will be carrying over to next fiscal year, paid for by grant funds. Review of the business case for this project can be found in the March 2022 Trust Council agenda package on the Islands Trust website.

Funds for accessibility plan development are budgeted at a modest amount, reflecting costs for committee meetings should any be held in person. Staff will update this budget lie as needed as more information on our requirements for this committee become available.

Surplus funds in the General Revenue Surplus Fund at the end of 2023/24 after the budgeted draw of $290,500 are estimated to be $1.7M versus the calculated policy minimum of $1.7M.

ATTACHMENT(S):

1. 2023/24 Budget Detail, Numeric
2. Business Case Summaries
3. Strategic Plan Projects: Summary + Business Cases
4. Operational Projects: Summary + Business Cases
5. LTC Projects: Summary + Business Case +Feasibility Assessment
6. Islands Trust Conservancy Board – Budget Request

FOLLOW-UP:

As directed.

Prepared By: Director, Administrative Services
Reviewed By: Chief Administrative Officer/November 21, 2022

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

	2021/22	2022/23		2023/24 (0)	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
	ACTUALS	**BUDGET**	**Q2 Forecst**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
REVENUE								
Fees & Sales	117,488	264,724	215,376	**262,000**	*(2,724)*	*-1%*	*46,624*	*22%*
Provincial Grant - Unrestricted	180,000	180,000	228,000	**180,000**	*-*	*0%*	*(48,000)*	*-21%*
Provincial Grant - LG Development Applications		367,000	242,000	**125,000**	*(242,000)*	*-66%*	*(117,000)*	*-48%*
Provincial Grant - Restricted (HWI/IWI)	199,432			**22,000**	*(191,500)*	*-90%*	*22,000*	
Provincial Grant - Restricted (ITC Conserv. Stimulus)	38,500			**-**	*-*		*-*	
Federal Grant - Restricted (ITC SAR)	242,500	213,500	238,500	**220,000**	*6,500*	*3%*	*(18,500)*	*-8%*
Contingent Grants - Projects	30,195		7,314	**1**	*1*		*(7,313)*	*-100%*
Property Tax Levy - LTA	7,079,772	7,309,863	7,309,863	**7,309,863**	*862,563.84*	*12%*	*862,564*	*12%*
Property Tax Levy - LTA General Increase				**771,191**				
Property Tax Levy - LTA NMC Increase				**91,373**				
Special Tax Requisition - SSI LTA (SSIWPA)	75,500	60,000	60,000	**75,500**	*15,500*	*26%*	*15,500*	*26%*
Property Tax Levy - Bowen	311,188	323,769	323,769	**323,769**	*40,215*	*12%*	*40,215*	*12%*
Property Tax Levy - Bowen General Increase				**37,139**				
Property Tax Levy - NMC Increase				**3,076**				
Interest Income	11,914	20,001	160,000	**133,000**	*112,999*	*565%*	*(27,000)*	*-17%*
Other income	33,779			**0**	*-*		*-*	
Transfer from General Revenue Surplus Fund	2,865	183,500		**290,500**	*107,000*	*58%*	*290,500*	
Transfer from LTC Specific Reserve Fund	158,395	143,600		**52,000**	*(91,600)*	*-64%*	*52,000*	
Transfer from SSIWPA Reserve Fund	20,000	68,400		**0**	*(68,400)*	*-100%*	*-*	
Total Revenue	8,501,528	9,134,357	8,784,821	**9,896,411**	*762,054*	*8%*	*1,111,590*	*13%*
EXPENSES								
Amortization	182,751	168,000	205,000	**125,000**	*(43,000)*	*-26%*	*(80,000)*	*-39%*
Applications sponsored by EC	7,150	4,000	4,000	**15,000**	*11,000*	*275%*	*11,000*	*275%*
NAPTEP Applications sponsored by EC	-	1,000	1,000	**1,000**	*-*	*0%*	*-*	*0%*
History and Heritage Funding Grants-in-Aid	-	4,000	11,000	**10,000**	*6,000*	*150%*	*(1,000)*	*-9%*
Audit	19,260	20,000	20,000	**21,000**	*1,000*	*5%*	*1,000*	*5%*
Bank Charges & Interest	3,643	4,000	4,000	**4,000**	*-*	*0%*	*-*	*0%*
Board of Variance	896	1,200	1,300	**1,200**	*-*	*0%*	*(100)*	*-8%*
Carbon Offset Purchases	-			**-**	*-*		*-*	
Committee Meeting Expense - FPC	14	800	800	**-**	*(800)*	*-100%*	*(800)*	*-100%*
Committee Meeting Expense - RPC	-	800	800	**1,000**	*200*	*25%*	*200*	*25%*
Committee Meeting Expense - TPC	-	800	4,600	**2,000**	*1,200*	*150%*	*(2,600)*	*-57%*
Committee Meeting Expense - Governance*				**1,000**	*1,000*		*1,000*	
Committee Meeting Expense - Accessibility*				**-**	*-*		*-*	
Cultural Working Group	-			**-**	*-*		*-*	
Communications and ITC Fundraising	45,688	61,291	69,800	**73,500**	*12,209*	*20%*	*3,700*	*5%*
FN Protocol Funds	-	5,004	2,500	**-**	*(5,004)*	*-100%*	*(2,500)*	*-100%*
Meeting Streaming Services		-	15,000	**15,000**	*15,000*		*-*	*0%*
SW Support and Licensing	85,657	80,400	80,400	**147,200**	*66,800*	*83%*	*66,800*	*83%*
Internet	48,492	47,800	47,800	**47,300**	*(500)*	*-1%*	*(500)*	*-1%*
Technical Support	97,702	94,715	94,700	**60,000**	*(34,715)*	*-37%*	*(34,700)*	*-37%*
Contingency	-	-		**5,000**	*5,000*		*5,000*	
Contract Services	64,184	140,600	140,600	**2,500**	*(138,100)*	*-98%*	*(138,100)*	*-98%*
Elections - General	-	141,000	141,000	**-**	*(141,000)*	*-100%*	*(141,000)*	*-100%*
Elections - By-elections	-	-		**7,000**	*7,000*		*7,000*	
Insurance	190,119	192,000	190,200	**208,150**	*16,150*	*8%*	*17,950*	*9%*
ITC - Board Honoraria	6,200	6,600	6,950	**7,000**	*400*	*6%*	*50*	*1%*
ITC - Board Meeting Expense	1,987	1,425	1,400	**1,425**	*-*	*0%*	*25*	*2%*
ITC - Board Training & Conferences	289	1,600	1,600	**1,600**	*-*	*0%*	*-*	*0%*
ITC - Property Management	168,727	137,780	157,800	**159,930**	*22,150*	*16%*	*2,130*	*1%*
ITC - Conservation Planning & Land Securement	19,597	26,550	26,550	**26,550**	*-*	*0%*	*-*	*0%*
ITC - Ecosystem Mapping	4,948	18,000	-	**18,000**	*-*	*0%*	*18,000*	
Land Title Registrations	4,772	-	3,600	**3,900**	*3,900*		*300*	*8%*
Legal - general	98,592	48,784	48,784	**70,000**	*21,216*	*43%*	*21,216*	*43%*
Legal - bylaw enforcement litigation	81,098	80,795	80,787	**80,000**	*(795)*	*-1%*	*(787)*	*-1%*
Legal - litigation defence	62,993	85,551	85,551	**72,357**	*(13,195)*	*-15%*	*(13,195)*	*-15%*
LTC "Trustee Expenses"	2,034	4,501	5,140	**4,500**	*(1)*	*0%*	*(640)*	*-12%*
LTC "Executive Expense on LTC's"	5,681	12,000	12,000	**12,000**	*-*	*0%*	*-*	*0%*
LTC Meeting Expenses	33,343	32,399	29,291	**13,000**	*(19,399)*	*-60%*	*(16,291)*	*-56%*
LTC Local Exp APC Meeting Expenses	7,095	4,860	3,272	**4,860**	*-*	*0%*	*1,588*	*49%*
LTC Local Exp Communications	6,096	5,000	5,030	**5,000**	*-*	*0%*	*(30)*	*-1%*
LTC Local Exp Special Projects	38	4,749	2,568	**4,750**	*1*	*0%*	*2,182*	*85%*
Meeting Expense	57,149	66,600	69,800	**67,275**	*675*	*1%*	*(2,525)*	*-4%*
Memberships	15,305	13,899	14,500	**16,440**	*2,541*	*18%*	*1,940*	*13%*
Notices - Statutory & Non-Statutory	13,004	17,850	22,100	**17,850**	*-*	*0%*	*(4,250)*	*-19%*
FOI & Records Management*				**10,000**	*10,000*		*10,000*	
Office - Lease costs	420,664	394,500	401,000	**422,800**	*28,300*	*7%*	*21,800*	*5%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

(0)

	2021/22	2022/23		2023/24	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
	ACTUALS	**BUDGET**	**Q2 Forecst**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
Office - outside services	53,870	61,000	61,000	**85,000**	*24,000*	*39%*	*24,000*	*39%*
Postage, Courier & Delivery	8,991	9,595	7,200	**3,050**	*(6,545)*	*-68%*	*(4,150)*	*-58%*
Recruitment & Labour Relations	6,932	6,000	8,000	**21,000**	*15,000*	*250%*	*13,000*	*163%*
Payroll Processing*				**19,500**	*19,500*		*19,500*	
Safety	5,489	5,000	5,000	**5,000**	*-*	*0%*	*-*	*0%*
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,261,369	2,232,803		**2,530,844**				
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	572,643	567,132		**642,834**				
Sal & Ben - Salaries - Planners & RPMs	1,354,588	1,409,006		**1,447,414**				
Sal & Ben - Benefits - Planners & RPMs	343,698	357,887	5,230,100	**367,643**	*539,454*	*10%*	*771,111*	*15%*
Sal & Ben - Salaries - Planning Support	397,674	433,987		**504,304**				
Sal & Ben - Benefits - Planning Support	98,788	110,232		**128,093**				
Sal & Ben - Salaries - Bylaw	250,286	279,673		**303,093**				
Sal & Ben - Benefits - Bylaw	63,045	71,037		**76,986**				
Stationery & Supplies	36,738	31,400	31,400	**29,020**	*(2,380)*	*-8%*	*(2,380)*	*-8%*
Subscriptions	7,088	6,660	6,060	**5,360**	*(1,300)*	*-20%*	*(700)*	*-12%*
Telephone	12,315	12,100	12,100	**18,100**	*6,000*	*50%*	*6,000*	*50%*
Mobile Devices	18,585	16,490	26,000	**29,930**	*13,440*	*82%*	*3,930*	*15%*
Training - Organization-wide	2,898	5,000	5,000	**5,000**	*-*	*0%*	*-*	*0%*
Training - staff recognition & meetings	4,447	13,600	13,600	**15,800**	*2,200*	*16%*	*2,200*	*16%*
Training & Conferences	14,865	43,425	40,000	**53,800**	*10,375*	*24%*	*13,800*	*35%*
Travel for Training	849	16,035	21,200	**19,950**	*3,915*	*24%*	*(1,250)*	*-6%*
Travel	38,330	57,127	64,200	**63,475**	*6,348*	*11%*	*(725)*	*-1%*
Trustee Remuneration	520,580	554,424	556,300	**580,513**	*26,089*	*5%*	*24,213*	*4%*
Trustee Remuneration - CPP Expense	18,481	20,177	21,200	**20,445**	*268*	*1%*	*(755)*	*-4%*
Trustee Remuneration - Health/Dental benefits	39,534	40,885	40,900	**76,550**	*35,665*	*87%*	*35,650*	*87%*
Trustee Remuneration - MSP Benefits	-	-		**-**	*-*		*-*	
Trustee Remuneration - Pay in Lieu of benefits	1,000	1,000	1,000	**-**	*(1,000)*	*-100%*	*(1,000)*	*-100%*
Trustee Remuneration - Employer Health Tax	10,766	9,141	10,900	**11,320**	*2,179*	*24%*	*420*	*4%*
Trustee Remuneration - Executive on LTCs	-	1,689	-	**-**	*(1,689)*	*-100%*	*-*	
					-		*-*	
Operating Budget Subtotal	**7,899,017**	**8,303,358**	**8,173,382**	8,830,110	***526,752***	***6%***	*656,729*	*8%*
PROJECTS								
LTA Projects:								
LTC Projects, partially funded by LTC reserve fund	158,395	143,600	153,840	**534,000**	*390,400*	*272%*	*380,160*	*247%*
LTC Projects Funded by Approved Grants (590) - HWI	3,146			**-**	*-*		*-*	
LTC Projects Funded by Contingent Grants (590)				**1**	*1*		*1*	
LTC Projects funded by Special Requisition Surplus Fund	20,000	68,400	65,700	**-**	*(68,400)*	*-100%*	*(65,700)*	*-100%*
LTA Work Funded by Special requisition (SWIPPA)	65,202	60,000	60,000	**75,500**	*15,500*	*26%*	*15,500*	*26%*
					-		*-*	
Strategic Plan Projects					*-*		*-*	
Reconciliation Action Plan implementation	6,010	12,000	12,000	**30,000**	*18,000*	*150%*	*18,000*	*150%*
First Nations Engagement Plan - ITC				**10,000**	*10,000*		*10,000*	
Policy Statement Amendment	129,819	55,000	55,000	**105,500**	*50,500*	*92%*	*50,500*	*92%*
Stewardship Education Program	14,910	13,000	5,000	**20,000**	*7,000*	*54%*	*15,000*	*300%*
Secretariat Services	12,976	15,000	15,000	**25,000**	*10,000*	*67%*	*10,000*	*67%*
RPC Projects Placeholder				**100,000**	*100,000*		*100,000*	
Heritage Overlay Mapping (prior year unspent carry-over)	52,164	74,000		**-**	*(74,000)*	*-100%*	*-*	
Indigenous Watersheds Initiative				**22,000**			*22,000*	
Governance Review/Gov Committee Projects	75,000	15,000	7,500	**15,000**	*-*	*0%*	*7,500*	*100%*
Website Design/Functionality updates	21,198			**-**	*-*		*-*	
Coastal Douglas Fir Mapping and Bylaws	-			**-**	*-*		*-*	
Freshwater Sustainability Strategy	132,243			**-**	*-*		*-*	
Broadcast Public Meetings	15,413			**-**	*-*		*-*	
Housing Initiatives		5,000	5,000	**-**	*(5,000)*	*-100%*	*(5,000)*	*-100%*
Groundwater Recharge Mapping	11,878	86,800	86,800	**-**	*(86,800)*	*-100%*	*(86,800)*	*-100%*
Eelgrass Mapping	54,674			**-**	*-*		*-*	
					-		*-*	
Operational Projects				**-**	*-*		*-*	
Accessibility Plan Development				**2,500**	*2,500*		*2,500*	
LG Development Approvals Program: LPS		367,000	242,000	**125,000**	*(242,000)*	*-66%*	*(117,000)*	*-48%*
LG Development Approvals Program: BE				**-**	*-*		*-*	
LG Development Approvals Program: ITC				**-**	*-*		*-*	
Electronic Documents Management		6,500	6,500	**-**	*(6,500)*	*-100%*	*(6,500)*	*-100%*
Digitizing Paper Records				**-**	*-*		*-*	
Building Footprint: Data Update				**-**	*-*		*-*	
Prior year projects				**-**	*-*		*-*	
					-		*-*	
Projects Total	773,028	921,300	714,340	1,064,501	*121,201*	*13%*	***350,161***	***49%***
Total Operating + Projects Expenditures	**8,672,045**	**9,224,658**	**8,887,721**	**9,894,611**	*669,953*	*7%*	***1,006,890***	***12%***

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

	2021/22	2022/23		2023/24	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
				(0)				
	ACTUALS	**BUDGET**	**Q2 Forecst**	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
CAPITAL								
Computer H/W & S/W	3,736	67,000	84,900	**121,800**	*54,800*	*82%*	*36,900*	*43%*
Computer HW for new trustees		7,500		**-**	*(7,500)*	*-100%*	*-*	
Software - separate from Hardware for 2021	4,918				*-*		*-*	
Office - Equipment & Furniture	3,581	3,200	5,200	**5,000**	*1,800*	*56%*	*(200)*	*-4%*
Office - Renovations				**-**	*-*		*-*	
Total Capital Spending	**12,235**	**77,700**	**90,100**	**126,800**	*49,100*	*148%*	***36,700***	***41%***
Total Operating, Projects, Capital Budget	**8,684,279**	**9,302,358**	**8,977,821**	**10,021,411**	***719,053***	*8%*	***1,043,590***	*12%*
Surplus (deficit)	(364,012)	(563,501)	(193,000)	**(125,000)**				
Adjustments for reporting:								
Amounts invested in TCA/Amortization, adjustment	in capital	168,000	90,100	125,000				
Transfer from (to) General Revenue Surplus Fund	185,617	183,501	(116,640)	see revenues				
Transfer from (to) LTC Project Specific Reserve Fund	158,395	143,600	153,840	see revenues				
Transfer (to) from Special Tax Requisition Fund	20,000	68,400	65,700	see revenues				
Net Balance	-	-	0	(0)				

Islands Trust
Strategic Plan and Operational Initiatives
Fiscal Year 2023/24

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STRATEGIC PLAN:			
#4.6	Reconciliation Action Plan implementation	30,000	*surplus*
#4.6	First Nations Engagement Plan - ITC	10,000	*surplus*
#3.1, 4.4, 5.6	Policy Statement Amendment	105,500	*surplus*
#4.3	Stewardship Education Program	20,000	*surplus*
#5.2	Secretariat Services	25,000	*surplus*
	RPC Projects Placeholder	100,000	*taxes/surplus*
#4.6	Indigenous Watersheds Initiative	22,000	*grant*
	Governance Committee Projects	15,000	*taxes*
Total Strategic Plan Initiatives		**327,500**	
OPERATIONAL INITIATIVES			
	Accessibility Plan Development	2,500	*taxes*
	LG Development Approvals Program: LPS	125,000	*grant*
Total Operational Initiatives		**127,500**	
TOTAL		**455,000**	

ISLANDS TRUST
Fiscal Year 2023/24
PROPOSEED LTC PROJECTS

ITEM	AMOUNT	TOTAL
<u>**Specific Projects >$5000:**</u>		
DE: Housing Project - current ongoing	$ 18,000	
GB: OCP/LUB Project - NEW	$ 60,000	
GM: OCP Project - current ongoing	$ 16,000	
HO: OCP Amendment - current ongoing	$ 15,000	
SS: Major OCP & OCP - ongoing Housing + CDF	$ 227,000	
SS: Ganges Village Plan - current ongoing	$ 86,500	
SS: Watershed Protection Alliance (special property tax requisition)	$ 75,500	
		498,000
<u>**Amount per LTC:**</u>		
Pool for Allocation to LTCs in Year		**36,000**
Total LTC Projects budget		**534,000**

Islands Trust
Proposed Staffing Changes
Fiscal Year 2023/24

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING (Permanent)			
	LTC Meeting Administrator *(FT, estimated start date April 1), funded by taxes*		
	Salary	51,037	
	Benefits	12,963	
	Overtime pay	-	
	Benefits	-	
	Travel	9,000	
	Mobile Phone	-	
	Computer - Laptop	3,000	
	Training	2,000	
		78,000	*Taxes*
	Planning Admin Staff Adjustments, *funded by taxes*		
	Remove 3x Grid 9s - salary	(192,000)	
	Remove 3x Grid 11s - benefits	204,000	
	Total increase from staff reclassification	**12,000**	*Taxes*
	Planning Admin Staff Adjustments, *funded by taxes*		
	Replace with Grid 15s - salary	(228,000)	
	Replace with Grid 18s - benefits	249,000	
	Total increase from staff reclassification	**21,000**	*Taxes*
	Total New Staff (P) Costs	**201,000**	
STAFFING (Temporary)			
	Freshwater Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	16,469	
	Benefits	4,183	
	Pacific Leaders Tuition Grant	1,254	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**21,906**	*Taxes*
	Total New Staff (T) Costs	**21,906**	

Islands Trust 2023/24 Business Case Summaries to Financial Planning Committee

Strategic Plan Business Case Summaries

Policy Statement Amendment Project

Amount: *$105,500* (BIM contributes)
Sponsor: Executive Committee

The Policy Statement Amendment Project is a multi-year project to develop a new Islands Trust Policy Statement, with updates primarily for reconciliation, climate change, and affordable housing. To date there have been three phases of public engagement, two phases of early and meaningful engagement with First Nations, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The next phase of the project in 2023/24 will see consideration of a revised draft, and further engagement and referrals. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs. The funding will be used to hire a communications consulting firm and plain language editor, develop public engagement and communications materials, host virtual public engagement events, support travel costs for project staff attendance at in-person local trust committee presentations, hire new part-time staff to backfill Senior Policy Advisor for three months while she focusses on the project, legal advice, and graphic design of the final Policy Statement. This is the fourth year of the project.

Stewardship Education Program
Amount: *$15,000* (BIM contributes)
Sponsor: Trust Programs Committee

This project funding will support continued delivery of Stewardship Education Program activities (e.g. educational webinars, on-island workshops, Living in the Trust Area mailing). This funding would be allocated by the Trust Programs Committee to any stewardship education assignments from Trust Council. In 2021/22 and 2022/23 Trust Programs Committee used stewardship education funding for a "Living in the Trust Area" package that is mailed to new homeowners/renters with information on land protection and stewardship, tips for building and renovating, along with a list of frequently-requested contacts for government and other services.

Secretariat Services Program
Amount: *$15,000* (BIM contributes)
Sponsor: Trust Programs Committee

This project funding will support the continuation of Trust Council's Secretariat Services Program which is guided by the Secretariat Services Policy. Through this program Islands Trust offers administrative support to coordination groups that Islands Trust bodies belong to. The program promotes regular information sharing and collaboration between different levels of government, First Nations and community leaders. Previously, the program has supported the Baynes Sound / Lambert Channel Regional Forum, Howe Sound (Atl'ka7tsem) Community Forum, the Southern Gulf Island Forum, the Coastal Douglas-fir Conservation Partnership, and the Rural Island Economic Partnership**.**

Regional Planning Committee Strategic Plan Projects

Amount: *$100,000* (BIM contributes)
Sponsor: Regional Planning Committee

This funding would be allocated by the Regional Planning Committee to Strategic Plan projects assigned by Trust Council. In 2022/23 the Regional Planning Committee was working on groundwater mapping as part of the implementation of Trust Council's ten-year Freshwater Sustainability Strategy.

Governance Committee Strategic Plan Projects

Amount: *$15,000* (BIM contributes)
Sponsor: Governance Committee

This funding would be allocated by the Governance Committee to Strategic Plan projects assigned by Trust Council.

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title): Executive Committee **Business Area:** Trust Council Initiatives - Trust Area Services **Name of Request:** **Policy Statement Amendment Project (PSAP)** **$105,500** • $25,000 – Communications/Public Relations (PR) consultant to implement PSAP communications strategy developed in FY 2022-23 • $30,000 – Capacity funding and honoraria for Phase 4 early & meaningful engagement with First Nation governments • $15,500 – Public Engagement Phase 4: Islands 2050 public engagement sessions with local trustees and staff in each local area (in-person), and online Trust-wide survey developed by Islands Trust staff; budget includes development and printing of engagement and advertising materials, survey, staff travel, and advertising costs • $5,000 – Legal Services • $5,000 – Plain Language Editorial Services • $5,000 – Graphic Design of Policy Statement (post-adoption) • $20,000 – Part-time backfilling of Senior Policy Advisor (SPA) position for 3 months	<u>**Budget Source**</u> (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ■ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ■ **Temporary** Temp Duration: part-time backfilling Senior Policy Advisor for 3 months ■ **Other – please describe: ____________________** Capacity funding for First Nations governments and honoraria for review/input/dialogue on draft Policy Statement revisions, legal services, graphic design, editorial services, printing, posting and distribution of communication materials, etc.
Date of Funding Request Submission: November 2, 2022	**Funding Required for (date range):** April 1, 2023 – March 31, 2024

ISSUE/OPPORTUNITY:

Trust Council's Policy Statement Amendment Policy (1.2.1) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks. Early on in the 2018-2022 term, Islands Trust Council requested Executive Committee, with involvement from Trust Programs Committee as appropriate, to review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and affordable housing. This multi-year project commenced in 2019 and has involved, to date, three phases of public engagement, two phases of early and meaningful engagement with First Nation governments, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs.

Work on the project this term has culminated in a series of directions to staff to revise the draft Policy Statement based on Trust Council's political direction. Trust Programs Committee also passed the following resolution on August 26, 2022:

> **TPC-2022-024**
> *that Trust Programs Committee request Executive Committee include funding for an enhanced communications strategy within the 2023/24 business case for the Policy Statement Amendment Project.*

As of September 20, 2022, staff have forecasted spending approximately \$25,000 in the remainder of the 2022-23 fiscal year for a third phase of early and meaningful engagement with First Nation governments and associated capacity funding (\$15,000), legal review (\$5,000), and contract support to develop a communications strategy (\$5,000). These funds will be drawn from existing Trust Area Service budget monies.

As per Trust Council's direction, a draft project charter and a draft communications strategy are expected to be presented to Trust Programs Committee and Executive Committee in early 2023, followed by a revised draft Policy Statement that incorporates Trust Council's requested revisions.

PROJECTED RESULTS/DELIVERABLES:

Based on Trust Programs Committee and Trust Council resolutions in 2022, staff anticipate that the project will likely include a fourth phase of public engagement, a fourth phase of early & meaningful engagement with First Nation governments, additional inter-agency referrals, internal referrals to local trust committees, Bowen Island Municipality and the Islands Trust Conservancy Board, as well as plain language editorial review/graphic design of the revised draft Policy Statement in FY 2023-24. These are steps that will support a future first reading of a draft new Policy Statement bylaw by Trust Council and the completion of associated engagement with the public, First Nations, and referral agencies.

RISK ASSESSMENT:

The lack of a proactive communications strategy at the outset of the project, along with a vacancy in the Communications Specialist position, impacted progress on the Policy Statement Amendment Project in FY 2021-22. To mitigate this risk going forward, Trust Council has directed staff to develop a communications strategy to be implemented in FY 2023-24. Staff have also documented lessons learned throughout the first three years of the project and will be implementing enhanced project management practices. The recommended Option 1 includes part-time backfilling of the Senior Policy Advisor position for three months to support sufficient staff time for the project.

ALTERNATIVES CONSIDERED:

Option 1: $105,500 – As described above (option recommended by Executive Committee).

Option 2: $115,500 – Option 1 **plus a two-part virtual Trust-wide community engagement workshop** led by engagement consultants. This would include coordination, facilitation, honoraria, notetaking, technical support, analysis, and summary report by consultants (estimated at additional $10,000).

Option 3: $205,500 – Option 1 **plus a suite of in-person and virtual engagement activities** throughout Islands Trust Area led by engagement consultants. This would include planning and leading the engagement activities, analysis of feedback, and a summary report, as well as temporarily backfilling of Trust Area Services' Program Coordinator position who would provide logistical support for the in-person engagement planning. Note that this option would require a significantly longer timeline for preparation and execution.

Option 4: **$100,000 –** Option 1 **without in-person participation of staff** at Phase 4 public engagement events in local areas. Staff would participate virtually in this option, thereby reducing staff travel costs roughly estimated at $5,500.

Option 5: $95,500 – Option 1 **without advertising and public engagement materials**. This approach may result in high levels of correspondence to Trust Council which would require significant administrative staff effort to redact, post to website, etc. Without advertising and effective public engagement materials, this option could also lead to a lack of public participation, community distrust, misinformation, and project delays.

Option 6: $85,500 – Option 1 **without part-time backfilling of the Senior Policy Advisor position**.
This would mean pausing Trust Area Services' work in some other areas (e.g. Trust Council advocacy/coordination, policy research, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, etc.)

Option 7: $75,500 – Option 1 **without advertising and public engagement materials and without part-time backfilling of the Senior Policy Advisor position**.

Option 8: $65,500 – Option 1 **without advertising and public engagement materials, without part-time backfilling of the Senior Policy Advisor position and without external graphic design and plain-language editorial services** for the draft new Policy Statement.

Option 9: $55,000 – Option 1 **without advertising and public engagement materials, without external graphic design and plain-language editorial services for the draft new Policy Statement, without in-person staff participation at local public engagement events (virtual only), and without Communications/PR Consultant Firm.** In the absence of adequate communications support, staff would not be in a position to fulfill Trust Council's Sept 2022 implied direction to implement a communications strategy for the project in 2023-24 that will be developed in 2022-23. Furthermore, this approach may lead to high levels of public misunderstanding around the Policy Statement Amendment Project, a lack of public participation in engagement activities, community distrust, misinformation, project delays, and excessive demands on Trust Area Services' limited staff resources.

Option 10: Not proceed at this time or postpone until a future fiscal year.

CRITICAL SUCCESS FACTORS:

- Full staffing levels within Trust Area Services
- Contractor availability
- Strategic and well-resourced communications to build a shared understanding by members of Trust Council, First Nations, referral agencies, and the public, regarding interpretation of the Islands Trust Object, the purpose and function of the Policy Statement, and the rationale for proposed amendments.

RECOMMENDED OPTION:

Option 1 is recommended at this time. As Phase 3 of public engagement already included a suite of in-person and virtual engagement activities throughout the Islands Trust Area, a lighter engagement is suitable for Phase 4. This option also includes a budget for the implementation of an enhanced Communications Strategy as directed by Trust Council in September 2022.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
Comparative regional growth strategy/official community plan processes in BC local governments have notably higher budgetary estimates.

Qualitative Analysis:
Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area in cooperation with other partners, as stipulated in the *Islands Trust Act.* It will also help to fulfill Trust Council's commitments to addressing reconciliation, climate change, and housing in the context of its mandate and jurisdiction.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Procurement Policy 6.5.3.

PROPOSED IMPLEMENTATION STRATEGY:

As outlined above and as per the new Policy Statement Amendment Project Charter, Communications Strategy, and Engagement Strategy, to be endorsed by the new 2022-26 Trust Council.

STAFF RESOURCING

In FY 2023-24, the project will occupy the majority of the Senior Policy Advisor's time and would require at least six months of backfilling this position to support Trust Area Service's (TAS) regular workload (unless TAS workloads are reduced by Trust Council and its committees during this time). During critical periods, a certain amount of overtime is expected to fulfil project needs.

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

Change management, communications, and collaboration will be addressed via the development of a new communications strategy for the project, along with a new project charter and potential Phase 4 engagement strategy, as directed by Trust Council or its committees in early 2023.

Clare Frater, Director, Trust Area Services	**November 2, 2022**
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 6.3.1).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title):
Trust Programs Committee

Business Area:
Trust Council Services: Trust Area Services

Name of Request:
Stewardship Education Program: $20,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ___________________

☐ **Other – please describe: ______________________**

Date of Funding Request Submission:
August 26, 2022

Funding Required for (date range): FY2023/2024

ISSUE/OPPORTUNITY:
Trust Area communities play a critical role in supporting the Islands Trust Object. There is a need to broaden public and industry awareness about the uniqueness of the Islands Trust mandate and local bylaws, and to empower the public with education and tools to help preserve and protect local ecosystems and cultural heritage in the Islands Trust Area.

This budget request is to request funds to support stewardship education activities (e.g. educational webinars, workshops), including the Living in the Trust Area mailing to new residents, into the new term.

In FY 2020/21, with a budget of $15,000, Trust Programs Committee (TPC) successfully delivered Phase 1 of the program - a series of three climate action stewardship education webinars on the topics of rainwater harvesting, ecosystem-based adaptation, and eelgrass/blue carbon. In FY 2021/22, with the Stewardship Education program budget of $24,000 (actuals spent was $15,000) the Committee supported development of a "Living in the Trust Area" package which was mailed to 1000 new property owners across the Trust Area in March 2022. The package included newly designed Islands Trust brochures, stewardship tips booklets, groundwater conservation brochures, as well as localized government service contact lists. The full budget was underspent as the committee was not able to offer webinars or other education programs due to staff resources being allocated to the Islands 2050 Policy Statement Phase 3 engagement. In FY 2022/23 Trust Council budgeted $13,000 and TPC adopted a project charter allocating all the funds to three mailings of the Living in the Trust Area package and distribution of the materials to renters via community groups.
PROJECTED RESULTS/DELIVERABLES: The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2023/24.
RISK ASSESSMENT: The main risk to stewardship education programming is staffing vacancies or reallocation of staff to other priorities. The Living in the Trust Area mailing project has been designed to require limited staff time with BC Mail undertaking most of the work. Staff will clearly advise Trust Programs Committee of staff capacity and will recommend use of contractors as appropriate.
ALTERNATIVES CONSIDERED: **Option 1:** Budget a reduced funding amount. **Option 2:** Budget a higher funding amount. **Option 3:** Do not budget for stewardship education. **Option 4:** Budget general funds for Trust Programs Committee programming without calling it stewardship education.
CRITICAL SUCCESS FACTORS: Sufficient staff time to administer and deliver the program. Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.
RECOMMENDED OPTION: That $20,000 be budgeted for the Stewardship Education Program.

COST/BENEFIT ANALYSIS:
Quantitative Analysis:

- $20,000 for the Stewardship Education Program for FY 2023/24

Qualitative Analysis:
A stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate action, and methods of being a good steward. Increased understanding of the Islands Trust and rationale for the preserve and protect mandate could result in reduced bylaw infractions.

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

PROPOSED IMPLEMENTATION STRATEGY:
Staff would develop a project charter(s) for the Trust Programs Committee to guide stewardship education work. There are staff procedures available to guide a mailout of the Living in the Trust Area package.

STAFF RESOURCING:
Trust Area Services staff will support delivery of the project. The Living in the Trust Area project is expected to require approximately 50 hours of the Program Coordinator position. Additional staff hours will depend on the activities selected by Trust Programs Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Change management, communication and collaboration will be addressed via the strategies outlined in the project charter and as directed by Trust Programs Committee during consideration of next steps.

The program would be supported by a communications plan. Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

Clare Frater, Trust Area Services for Trust Programs Committee	August 29, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title):
Trust Programs Committee

Business Area:
Trust Council Initiatives - Trust Area Services

Name of Request:
Secretariat Services: $15,000

Budget Source (select all that apply):

- ☒ **Specific Project Funding** (select all that apply)
  - ☒ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software
- ☐ **Furniture & Equipment**
- ☐ **Computer Hardware/Software/Supplies**
- ☐ **New Staff Resources** (see Staff Costing Tool)
  - ☐ **Permanent**
  - ☐ **Temporary**
    - Temp Duration: ___________________
- ☐ **Other – please describe:** ______________________

Date of Funding Request Submission:
August 26, 2022

Funding Required for (date range):
FY2023/2024

ISSUE/OPPORTUNITY:
The *Islands Trust Act* states that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the Trust Area and its unique amenities and environment. In September 2020, Trust Council adopted a Secretariat Services Policy. Trust Programs Committee has provided secretariat service support to coordination groups in the Trust Area such as the Baynes Sound / Lambert Channel Regional Forum, Howe Sound Community Forum, and Southern Gulf Island Regional Forum. This support includes both Islands Trust in-kind staff time, and the hiring of administrative consultants and workshop facilitators.

There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations and community members on a regular basis to discuss matters of mutual interest/concern.

Over the years, coordinating bodies and trustees raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators.

In FY 2022/23, Trust Programs Committee allocated $15,000 budgeted by Trust Council to support four coordination groups and staff support to one coordination group.

In FY 2021/22, Trust Programs Committee allocated $12,000 budgeted by Trust Council and 70 staff hours to support five coordination groups.

In FY 2020/21, Trust Programs Committee allocated $11,000 budgeted by Trust Council to support four coordination groups.

PROJECTED RESULTS/DELIVERABLES:

Continued support to coordination groups in the Trust Area that further the Islands Trust Object.

RISK ASSESSMENT:

The main risk to secretariat services programming is staffing vacancies or reallocation of staff to other priorities. Staff will clearly advise Trust Programs Committee of staff capacity and will recommend use of contractors as appropriate.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount and provide reduced secretariat service levels to coordination groups.

Option 2: Budget a higher funding amount and increased capacity to provide secretariat service levels to coordination groups.

Option 3: Do not budget for secretariat services and provide no secretariat services levels to coordination groups.

CRITICAL SUCCESS FACTORS:

Some limited staff time must be available to manage contractors and work with partners. Staff estimate that up to 100 hours (approx. three weeks) may be required to manage four contracts and work with the coordination groups, as well as provide direct administrative support should TPC decide to allocate staff time.

There must also be available contractors willing to take on the coordination/secretariat work.

Trust Programs Committee must decide on the amount of funding to be allocated to the various groups.

RECOMMENDED OPTION:

That $15,000 be budgeted for the Secretariat Services.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$15,000 to fund requests from groups for FY 2023/24

Qualitative Analysis:
Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area and to learn from these groups, which advocate on similar issues of interest to Islands Trust residents and trustees. Supporting these local groups strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build long-term collaborative relationships. Some of these groups also offer an opportunity for more targeted and effective collaboration with First Nations and regional districts in the Trust Area.

PURCHASING PROCEDURE:

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

PROPOSED IMPLEMENTATION STRATEGY:

Following the Secretariat Services policy, Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If Trust Programs Committee indicates an interest in providing administrative support to certain coordination groups, staff will work with the coordination groups to determine the exact nature of the support, the timeframes, and expected workload.

STAFF RESOURCING:

Staff estimate that up to 100 hours (approximately three weeks) of the Program Coordinator's time may be required to manage contracts and work with the coordination groups, as well as provide administrative support should TPC decide to allocate staff time.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Funding for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff may promote the Islands Trust's contributions, as appropriate.

Clare Frater, Trust Area Services for Trust Programs Committee

August 26, 2022

Initiator Name, Title

Date

Reviewed by Department Lead: Name, Title

Date

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 12, 2022
From:	Regional Planning Committee	**Date Prepared:**	August 24, 2022
SUBJECT:	2023/24 Funding Request for Regional Planning Committee		

PURPOSE:

To advise Financial Planning committee of a $100,000 budget request for 2023/24 Fiscal Year from the Regional Planning Committee.

BACKGROUND:

On August 24, 2022 the Regional Planning Committee passed the following motion:

> That the Regional Planning Committee requests that Trust Council include $100,000 for Regional Planning Committee Strategic Plan projects in the 2023-24 fiscal budget.

ATTACHMENT(S):

1. **None.**

FOLLOW-UP:

Advise Regional Planning Committee of Financial Planning Committee recommendations.

Prepared By: Stefan Cermak, Director, Planning Services / August 24, 2022

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 25, 2022
From:	CAO	**Date Prepared:**	November 20, 2022
SUBJECT:	2023/24 Funding Request for Governance Committee		

PURPOSE:

To advise Financial Planning Committee of a $15,000 budget request for 2023/24 Fiscal Year from the Governance Committee.

BACKGROUND:

On August 24, 2022 the Governance Committee discussed, but failed to pass a resolution about, requesting $20,000 from the 2023/24 budget. In September 2022 Trust Council adopted Policy 2.3.5 Governance Committee Terms of Reference which includes the following policy language:

> *B5. The Governance Committee may contract external expertise to provide advice subject to:*
>
> *a. funding by Trust Council and*
>
> *b. at the discretion of the committee.*

ATTACHMENT(S): None.

FOLLOW-UP:

Advise Governance Committee of Financial Planning Committee recommendations.

Prepared By: Clare Frater, Director, Trust Area Services
Approved By: Russ Hotsenpiller, CAO / November 21, 2022

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 25, 2022
From:	**Stefan Cermak, Director, Planning Services**	**Date Prepared:**	November 10, 2022
SUBJECT:	**Planning Services – Projects Feasibility Assessment**		

PURPOSE

To provide the Financial Planning Committee with a feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2023/24) to projected available staff resources.

SUMMARY

The Regional Planning Team provides planning services for projects over $5,000. The estimated annual availability of planning staff time on the Regional Planning Team time is approximately 3,300 hours when fully staffed. Staff estimate a total 4,000 hours of requested staff time based on business case submissions and carryover of unspent funds from the current fiscal period to the next. The deficit of planning staff time will need to be addressed by amending the ambitious scope of some of the larger projects and/or reducing corresponding staff hours to manage projects. Reducing staff hours without reducing scope would lead to reduced quality and/or extended timelines.

Local Trust Committees may seek Islands Trust Council approval to fund additional operations via a special tax requisition, only applicable to the specific Local Trust Area, if the Islands Trust Council does not approve the additional operations funding in the general budget.

BACKGROUND & ANALYSIS

Planning Services staff provides direct planning services to Trust Council's Regional Planning Committee and Local Trust Committees. Planning resources are allocated based on available resources as per Trust Council policies.

Regional Planning Committee

The Regional Planning Committee (RPC) undertakes projects to achieve actions in the Trust Council Strategic Plan and responsibilities as outlined in their terms of reference (Policy 2.3.2).

In 2022/23 the RPC requested funds for mapping groundwater recharge, mapping First Nations heritage, and hosting a Housing Forum. The groundwater recharge mapping was completed, the housing forum is scheduled for March 2023 and the heritage overlay mapping (phase 2) was not initiated due to loss of key staff, the loss of the contractor, and early feedback from various First Nations promoting establishing stronger relationships before creating culturally sensitive deliverables. The project will require reconsideration of strategy.

For the 2023/24 fiscal year, the RPC has requested two items:

1. $18,000 for a co-op student to assist the Senior Freshwater Specialist undertake coordination activities relating to education of staff, trustees, and public with respect to mapping, data management, and other strategy deliverables. Staff time spent on this includes drafting and posting the opportunity and developing and managing the student's work plan. This is captured as a staffing position thus not listed under the projects resource request and not assessed for its feasibility in this report.
2. $100,000 as a "placeholder" so that the RPC may consider its priorities after elections and at the beginning of the new political term. This funding would mostly be allocated to achieve Strategic Plan projects assigned by Trust Council. In 2022/23 the Regional Planning Committee was working on groundwater mapping as part of the implementation of Trust Council's ten-year Freshwater Sustainability Strategy. Staff have been developing a Freshwater Sustainability Implementation Plan business case for RPC consideration. The draft currently includes a $50,000 request to create a dedicated communications portal and related communications materials. The estimate is 200 hours of staff time. The request for resources would fit within the RPCs request for $100,000 (half of the requested fiscal resources if supported). The estimate of staff hours has been used as a basis to estimate staff hours for the placeholder request. See Table 1 for summary of RPCs FY2023/24 resource request.

Resource requests for RPC Projects are included Table 1 below. The blue fill colour indicates quarters in which the project would be active. The "X" indicates targeted completion date. Business case submission details and general descriptions of the projects are available elsewhere in the Financial Planning Committee's agenda.

Table 1 2023/24 RPC Resource Request

Project	Trust Body	Budget ($)	est. staff time (hrs)	FY2022/23		FY2023/24			
				Q3	Q4	Q1	Q2	Q3	Q4
Housing Forum	RPC	$5,000	40		X				
Placeholder	RPC	$100,000	400						
Subtotal (FY2023/24)		**$100,000**	400 + tbd						

Local Trust Committees

Minor Local Trust Committee (LTC) projects (projects under $5,000) are not listed below. Each LTC is permitted one minor active project (SS LTC may have up to three pending available resources). A total budget of **$36,000** for these projects is captured in a separate line item in the proposed 2023/24 budget. Staffing resources are from a separate team within Planning Services.

Business case submissions for additional operations, projects over $5,000 in FY2023/24, include:

- One new project, the Gabriola Official Community Plan (OCP) and Land Use Bylaw (LUB) Comprehensive Review Project;
- One ongoing project that has been significantly amended to include new details, the Salt Spring Island OCP and LUB Major Review (this is an amalgamation of ongoing projects related to housing, wildfire, and watersheds and expansion into a broader review as well as including a LUB review);
- Four ongoing projects, the Denman Island Housing Review, Gambier Island OCP and LUB Targeted Review, Hornby Island OCP Amendment, Salt Spring Island Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan; and
- One ongoing coordination project, Salt Spring Island Watershed Protection Alliance (SSIWPA) – which is proposed to be funded via special property tax requisition (only property owners in the Salt Spring Local Trust Area would be taxed for this project).

Resource requests for LTC Projects are included Table 2 below. The blue fill colour indicates quarters in which the project would be active. The "X" indicates targeted completion date. The "→" indicates the project is proposed to extend beyond FY 2023/24. Business case submission details and general descriptions of the projects are available elsewhere in the Financial Planning Committee's agenda.

Table 2 2023/24 LTC Additional Operations Resource Requests

Project	**Trust Body (LTC)**	**Budget ($)**	**Est. staff hours**	**FY2022/23**		**FY2023/24**			
				Q3	Q4	Q1	Q2	Q3	Q4
Housing Review	DE	$18,000	400						**X**
OCP and LUB Review	GB	$60,000	600						→
OCP and LUB Review	GM	$16,000	600						**X**
OCP Review	HO	$15,000	400						**X**
OCP & LUB Review	SS	$227,000	900						→
OCP Review: Ganges (Shiya'hwt / SYOW̱ T) Village Area Plan	SS	$86,500	600						**X**
SUBTOTAL		$422,500	3,500						
SSIWPA (tax req.)	SS	$75,500	100						→
TOTAL		$498,000	3,600						

Legend:
- Trust Body: DE = Denman; GB = Gabriola; GM = Gambier; HO = Hornby; SS = Salt Spring
- X = targeted completion
- → = Project extends into next fiscal year

The total estimated resources for all of the projects listed above in Table 1 and Table 2 for FY2023/24 is **$598,000 and 4,000 staff hours.**

Funding Options

If Islands Trust Council does not support the additional operations of LTCs as listed in Table 2, Islands Trust Council special property tax requisitions (Policy 6.3.2) permit an individual LTC to request a special tax requisition. Special property tax requisitions are approved by Islands Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget. Please note that this includes all associated islands with a Local Trust Area (ex: Piers Island and Prevost Island within the Salt Spring Island Local Trust Area).

Available Staffing Resources

Long range planning projects requested by the RPC and LTC's with budgets over $5,000 will be undertaken by the Regional Planning Team. The Regional Planning Team will consist of three Island Planners (senior planners), some support from the Senior Freshwater Specialist, and support of a manager. The Regional Planning Team yields an approximate total of 3,300 available planner hours during the fiscal year. This amount discounts the work day to account for administrative duties, as well as leave and holidays.

The Regional Planning Team has recently been formalized by Trust Council policies adopted in 2022 and is expected to be an operational team as of April 2023. To date, this has been an informal group of staff and management. This group has been instrumental in working with the RPC in redrafting Trust Council policies that enhance the efficient and effective delivery of planning services. These policies include:

- Best Practices in Delivery of Planning Services (Policy 5.9.1);
- Priority Setting/Review Guidelines (Policy 6.2.1); and
- Work Program, Follow-Up Action List and Priorities Report (Policy 6.7.1).

The amended policies are designed to support the systematic update of Official Community Plans (OCPs) and Zoning Bylaws / Land Use Bylaws (LUBs) on a regular basis, support realistic expectations for volume and timing of project completion, and the fair, efficient and equitable allocation of staff and financial resources for major and extraordinary Local Trust Committee projects (projects over $5,000).

Comparing Available Staffing Resources to Business Case Submissions

The total estimated available resources for all the project listed above is dependent on Trust Council's final approval of the FY2023/24 budget and an approximate 3,300 hours of planners staff time. The difference between the requested 4,000 hours of staff time and the available staff time of 3,300 hours is 700 hours. The deficit of planning staff time will need to be addressed by either amending the ambitious scope of some of the larger projects and/or reducing expected staff hours to generate deliverables for the Regional Planning Commission.

As well, this estimate may be refined considering the significant amount of requests for third party contractors. For example, Local Trust Committees have requested $422,500 to fund OCP and LUB reviews (this does not include the special tax requisition for coordination services in the SS LTA). Of the $422,500:

- $197,200 (47%) has been requested for engagement and facilitation services;
- $100,000 (24%) has been requested for technical analysis';
- $66,000 (15%) has been requested for First Nations engagement expenses;
- $27,000 (6%) has been requested for communication and education materials; and
- $32,300 (8%) has been requested for other services and deliverables.

While at least 75% of the budget requests are for third party contracts thus relieving staff of directly producing these deliverables, drafting contracts, navigating the procurement process, managing contractors and ensuring quality deliverables also take a significant amount of time.

The risk of not matching the resources to the project scopes is that the projects will become delayed or not completed during FY2023/24.

SUMMARY

The Regional Planning Team provides planning services for projects over $5,000. The estimated annual availability of planning staff time on the Regional Planning Team time is approximately 3,300 hours when fully staffed. Staff estimate a total 4,000 hours of requested staff time based on business case submissions and carryover of unspent funds from the current fiscal period to the next. The deficit of planning staff time will need to be addressed by amending the ambitious scope of some of the larger projects and/or reducing corresponding staff hours to manage projects. Reducing staff hours without reducing scope would lead to reduced quality and/or extended timelines.

Trust Council may decide to fund any LTC project via special tax requisition, instead of including it in the general budget for funding by all Trust areas as a collective. Funding a project via special requisition means only islands within a specific local trust area pay for that project. Assessment of projects for special requisition should be considered in line with Trust Council's Policy 6.3.2 *Special Property Tax Requisition.* LTCs may request that a project be funded via special requisition if Trust Council does not approve the project in the general budget.

ATTACHMENT(S):

1. **None**

FOLLOW-UP:

Given the high dollar value of requested projects and a deficit in staff hours to complete all requested work, staff suggest further discussion to evaluate the projects and whether or not they can be adequately resourced during the fiscal year.

Prepared By: **Stefan Cermak, Director, Planning Services**
Concurred By/Date: **Russ Hotsenpiller, CAO / Nov. 16, 2022**

Islands Trust 2023/24 Business Case Summaries to Financial Planning Committee

Local Trust Committee Projects Business Case Summaries

Denman Island Housing Review Project
Amount: *$18,000*
Sponsor: Denman Island Local Trust Committee

This project funding will support legal review and continued capacity funding to assist First Nations with early and meaningful engagement in development of draft Official Community Plan and Land Use Bylaws and the development of communication and educational information about the bylaws for use at Community Information Meeting(s) and a Public Hearing. These are the final activities of a two-year project to amend the Denman Island Official Community Plan and Land Use Bylaw to increase housing options for affordable and attainable housing. The recommendations for policy and regulatory amendments will aim to minimize impacts of housing generally to better protect the environment while supporting equity, diversity and inclusion.

Gabriola Island Official Community Plan and Land Use Bylaw Comprehensive Review
Amount: *$60,000*
Sponsor: Gabriola Island Local Trust Committee

This project funding will support a consultant-led engagement with First Nations and the public about a comprehensive review of the Gabriola Official Community Plan and Land Use Bylaw. The funding will be used to hire an engagement consultant, capacity funding to assist First Nations with early and meaningful engagement, develop public engagement and communications materials, and host public engagement events. This is the first year of a two-year project with additional costs of $13,000 expected in year two.

Gambier Island Official Community Plan and Land Use Bylaw Targeted Review
Amount: *$16,000*
Sponsor: Gambier Island Local Trust Committee

This project funding will support a targeted review of the Gambier Island Official Community Plan and Land Use Bylaw. The targeted review is focusing on the interconnected issues of heritage preservation and protection (mainly Indigenous natural and cultural heritage) and protection of shoreline and forest ecosystems. The funding will be used to hire an engagement consultant, develop public engagement and communications materials, host public engagement events, and legal advice. This is the second year of a two-year project.

Hornby Island Official Community Plan Amendment

Amount: *$15,000*
Sponsor: Hornby Island Local Trust Committee

This project funding will support a targeted review of the Hornby Island Official Community Plan and Land Use Bylaw. The targeted review is focusing on housing, short term vacation rentals, First Nations acknowledgments, and riparian areas. The funding will be used to hire an engagement consultant, develop public engagement and communications materials, and host public engagement events. This is the second year of a two-year project.

Salt Spring Island Official Community Plan and Land Use Bylaw Major Review
Amount: *$227,000*
Sponsor: Salt Spring Island Local Trust Committee

This project funding will support a major review of the Salt Spring Island Official Community Plan and Land Use Bylaw. The review is focused on updating policies on reconciliation, affordable housing, climate change, protection and management of the natural environment and hazard lands, as well as infrastructure servicing. The project will incorporate technical and neighbourhood studies, and provide opportunities for public, stakeholder, and inter-governmental engagement planning and execution, including capacity funding for First Nations.

Salt Spring Island Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan
Amount: *$86,500*
Sponsor: Salt Spring Island Local Trust Committee

This project funding will support the final stage of the Ganges (Shiya'hwt/SYOW̱ T) Village planning process and drafting of the Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan. The funding will be used to hire a consultant for public engagement and bylaw drafting, provide capacity funding to First Nations to support their participation, develop public engagement and communications materials, and host public engagement events. This is the second year of a two-year project.

Salt Spring Island Watershed Protection Alliance

Amount: *$75,500 (funded via special tax requisition)*
Sponsor: Salt Spring Island Local Trust Committee

The Salt Spring Island Local Trust Committee has been coordinating the Salt Spring Island Watershed Protection Alliance since 2013 using delegated authority from the Islands Trust Council (via Bylaw No. 154). The Salt Spring Island Watershed Protection Alliance provides a cooperative framework for member agencies to pool resources, gather and share information, strategize on integrated policy development, and to coordinate individual agency actions for improved raw water quality, management of quantity, and the health and protection of watersheds, surface and groundwater resources in the Salt Spring Island Local Trust Area. The funding will be used to hire a consultant coordinator, develop and distribute education and communication materials and support meeting costs.

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Heather Kauer On behalf of the DE LTC	**Budget Source** (select all that apply): ■ **Specific Project Funding** ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________ ■ **Other – please describe:** Honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, facility rental, open-house meetings and material, , legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.
Business Area: Denman Island Local Trust Committee – LTC projects	
Name of Request: DE LTC – Denman Housing Review Project 2022/23 - $13,500 **2023/24 - $18,000** **DE-2022-085** **It was MOVED and SECONDED,** that the Budget Funding Request Short-Form Business Case for the Denman Official Community Plan and Land Use Bylaw Housing Project be amended by changing the number $2,000 for development of communication and educational info/Community Information Meeting(s) Public Hearing to $12,000. **CARRIED** **DE-2022-086** **It was MOVED and SECONDED,** that the Denman Island Local Trust Committee endorse the Business Case dated July 6, 2021 for the Denman Housing Review project for fiscal year 2023/24 as amended, and request that staff forward it to the Director of Administrative Services. **CARRIED**	
Date initiated: June, 2021	**Date required: April 1, 2023 -March 31, 2024**

BACKGROUND:
Low diversity of housing types and low rental vacancy are the prominent housing challenges on Denman island. As of June, 2021, the preschool, General Store, and at least one farm are having trouble finding staff, mainly due to lack of housing on the island. With high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

PROBLEM STATEMENT/OBJECTIVES:

Amendments to the OCP and LUB would tackle a range of issues that impact the affordability of housing and the types of housing as they relate to the locations, sizes, and designs of housing development. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current OCP policies and LUB regulations related to housing also need to be updated to implement the recommendations of the *Islands Trust Northern Region Housing Needs Assessment, 2018* and Section 473 of the Local Government Act requiring that OCPs include housing policies that address housing needs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. It is important to note that, the traditional practice is to provide a capacity funding to support First Nations' participation, which amounts to approximately $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review.

The creation of a project of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY22/23)	**Target Duration**	**Cost**
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	One half day	$2,500
Consultant Contract – Public Engagement	Over the course of 2022	$10,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, meetings with stakeholder groups and agencies	Over the course of 2022	$ 1,000
Finding Request for Stage 2 (FY23/24)		
Draft amendment to OCP/LUB – Regional Planning Team	Over 5 months in late 2023	$
Legal review	Focus on review of draft bylaws	$ 6,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2023 - 2024	$ 12,000

Progress update and public meetings	Multiple - TBA	$

ALTERNATIVES CONSIDERED:

Option 1:
Keep the same project charter but consider one or all of the following options:

- Plan public engagement activities that could be accomplished entirely by Regional Planning Team members;
- Extend the proposed project duration;

Option 2:
Request that the Regional Planning Committee develop model OCP policies and LUB regulations that promote affordable housing Trust-wide.

This alternative would maximize Trust budget dollars by creating models that can be considered by all LTCs in the Trust area and not just benefit one LTC. However, the Denman LTC considers housing to be an urgent enough matter in the Denman LTA that a housing project should be prioritized sooner than a Trust-wide process might allow.

Option 3:
Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. The impact of funding this project via special tax requisition is to minimize the impact to the overall proposed Trust Council budget whereas the special tax requisition would have a more dramatic impact on local Denman Island taxpayers.

CRITICAL SUCCESS FACTORS (List):

- Regional Planning Team capacity to manage the project in 2022/23;
- Continued prioritization of the project by Denman Trustees after the 2022 election.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Enhanced engagement with First Nations and stakeholders, APC referral, and online tools are proposed with consultant facilitation.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $13,500 for Stage 1 as per project breakdowns above
- $18,000 for Stage 2

Qualitative Analysis: If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Denman Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Denman Island.
RECOMMENDED DECISION: The DE LTC will be seeking approval from the Director of LPS of $5,000 for fiscal 2021/22 to initiate the overall project. The present funding request is for $13,500 for fiscal 2022/23 to allow a consultant to conduct public engagement related to housing on Denman Island. An additional $8,000 is anticipated to be needed in fiscal 2023/2024 to develop bylaw amendments and initiate legal review to complete the project.
PURCHASING PROCEDURE:

Denman Island Local Trust Committee — July 19, 2022

Initiator: — Date

Director/CAO — Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Heather Kauer On behalf for the GB LTC **Business Area:** Gabriola Island Local Trust Committee – LTC projects **Name of Request:** GB LTC – Gabriola OCP and LUB Targeted Review Project 2023-2024 - $60,000.00	**<u>Budget Source</u>** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ■ **Other – please describe:** Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Date of Funding Request: September 29, 2022 GB LTC Resolution: September 29, 2022:	**Funding Required for (date range):** April 2023 – March 31, 2024

ISSUE/OPPORTUNITY:
The Gabriola Island OCP and LUB Comprehensive Review is a top priority project aimed at modernizing and updating the documents. This review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations, honouring the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningfully engagement with Snuneymuxw First Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gabriola Island's OCP and LUB, which have not been substantially updated since 1997 and 1999 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gabriola shoreline protection policies and regulation.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gabriola forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:
The first phase of this project will take place in fiscal 2023-2024 and be dedicated to engagement activities for the OCP-LUB comprehensive review. Drafting and processing bylaws is anticipated to take place in 2024-25.

The LTC is seeking the funds to support the first phase with this business case.

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 1: Coordination with First Nations to develop project scope and preliminary public engagement (2023-24)		
Consultant Contract	Spring 2023	$40,000
First Nation early and meaningful engagement / project scoping	Summer/Fall 2023	$10,000
Public Engagement	Fall / Winter / Spring 2023-24	$10,000
Funding Request for Phase 1: Legislative Process and Implementation (2023-2024)		
1st reading, further engagement, referrals to First Nations and agencies	Spring 2024	$3,000.00
Legal Review	Summer 2024	$5,000.00
Consideration of changes and 2nd reading	Summer 2024	

Community Information Meeting and Public Hearing	Summer/Fall 2024	$3,000.00
3rd reading	Fall 2024	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2024	
Final Adoption	Winter 2024/25	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:
  - Regional Planning Team capacity to manage the project in 2023/2024 and 2024/2025 along with other competing LTC projects that are yet to be approved for that timeframe;
  - Capacity and available expertise to support mapping and data needs within the budget;
  - Other staffs' capacity to provide support to the project in 2023/2024 and 2024/2025;
  - First Nation capacity and interest to engage may not align with project timelines;

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

<u>Increased involvement</u>

- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $60,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

<u>No involvement</u>

- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget;
- Extend timeline to 2.5 – 4 years or longer;

Option 2: Limit review to select topic areas in a targeted review

- Risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would likely result in decrease in overall budget, but not significantly.

CRITICAL SUCCESS FACTORS:

- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION:
The present funding request is for $60,000.00 for fiscal 2023/24 to allow the Gabriola Island OCP-LUB project to progress to begin Phase 1.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$60,000.00 for fiscal 2023/2024 for Phase 1
Assumes a consultant-led comprehensive review of the Gabriola OCP and LUB

Qualitative Analysis:
If no action is taken, Gabriola Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development and housing affordability will continue to be an issue.

PURCHASING PROCEDURE:
- RFP for consultant

PROPOSED IMPLEMENTATION STRATEGY:
- See Projected Results/Deliverables above.

________________________________ ____________________________

Initiator Name and Title Date

________________________________ ____________________________

Reviewed by: Name and Title Date

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

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

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Heather Kauer On behalf for the GM LTC **Business Area:** Gambier Island Local Trust Committee – LTC projects **Name of Request:** GM LTC – Gambier OCP and LUB Targeted Review Project: 2023-2024 - $16,000.00	**Budget Source** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ■ **Other – please describe:** Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Date of Funding Request: September 24, 2021	**Funding Required for (date range):** April 2023 – March 31, 2024

ISSUE/OPPORTUNITY:
The Gambier Island OCP and LUB targeted review is a top priority project aimed at these focussed and interconnected topic areas: heritage preservation and protection (mainly indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan

2019-2022 by undertaking early and meaningfully engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.

- Update Gambier Island's OCP, which have not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:
The third phase of this project will take place in fiscal 2023-2024 and be dedicated to concluding engagement activities for the OCP-LUB targeted review and completing bylaw approvals.

The LTC is seeking the funds to support the second and third phase with this business case.

* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets,* June 2020

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 3: Legislative Process and Implementation (2023-2024)		
1st reading, further engagement, referrals to First Nations and agencies	Spring 2023	$8,000.00
Legal Review	Summer 2023	$3,000.00
Consideration of changes and 2nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	$3,000.00
3rd reading	Fall 2023	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2023	
Final Adoption	Winter 2023/24	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:

- Regional Planning Team capacity to manage the project in 2022/2023 and 2023/2024 along with other competing LTC projects that are yet to be approved for that timeframe;
- Capacity and available expertise to support mapping and data needs within the budget;
- Other staffs' capacity to provide support to the project in 2022/2023 and 2023/2024;
- First Nation capacity and interest to engage may not align with project timelines;
- Cost of First Nation honoraria, compensation for referral review may be beyond budget;
- Continued prioritization of the project by the Gambier LTC may be at risk after the 2022 election.

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

Increased involvement
- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $75,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

No involvement
- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget, likely funded with LTC project budget funds of under $5,000.00/fiscal;
- Extend timeline to 2.5 – 4 years or longer;

Option 2: Expand the bylaw review to a Comprehensive OCP review or limit to one topic in the targeted review

Expand Review
- Overhaul of OCP and LUB; last reviews were in 2001 and 2004 respectively;
- Possibly extending timeline to 2.5 – 4 years; would continue into next political term;
- Would likely require engagement consultants;
- Would likely result in substantial increase overall budget, which may require use of Surplus or special property tax requisition.

Limit Review to one topic area
- Fewer updated policies, and risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would not likely require engagement consultant;
- Would likely result in substantial decrease in overall budget, funded with LTC project budget funds of under $5,000.00/fiscal.

CRITICAL SUCCESS FACTORS:
- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION: The present funding request is for $16,000.00 for fiscal 2023/24 to allow the Gambier Island OCP-LUB project to progress to Phase 3.
COST/BENEFIT ANALYSIS: Quantitative Analysis: $16,000.00 for fiscal 2023/2024 for Phase 3 Includes cost savings by limiting consultant involvement to significant engagement events/activities. Qualitative Analysis: If no action is taken, Gambier Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development.
PURCHASING PROCEDURE: - Direct Award to existing consultant for continued engagement;
PROPOSED IMPLEMENTATION STRATEGY: - See Projected Results/Deliverables above.

Heather Kauer, RPM on behalf of Gambier Local Trust Committee
Initiator Name and Title

October 5, 2022
Date

Reviewed by: Name and Title

Date

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title): Heather Kauer On behalf of the Hornby LTC **Business Area:** Hornby Island Local Trust Committee – LTC Projects **Name of Request:** HO LTC – Hornby OCP Amendment Review: 2023/24 - $15,000	**Budget Source** (select all that apply): ■ **Specific Project Funding** (select all that apply) ■ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: **September 16, 2022**	**Funding Required for (date range):** **April 1, 2023 – March 31, 2024**

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What strategic item(s) is this addressing? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

This funding request is for year 2 of the Hornby OCP Amendment Review project. This project aims to update the OCP and LUB regarding affordable housing, STVRs, First Nations, and Riparian Areas. Consultants were hired in year 1 to facilitate limited engagement and draft bylaws. However, public comments led the LTC to believe more public engagement was warranted prior to bylaws being drafted and reviewed. Funding for year 2 would allow more robust engagement and then allow the consultants to complete their work drafting and processing bylaws.

At their September 9, 2022 regular business meeting, the Hornby Island LTC passed the following resolutions:

That the Hornby Island Local Trust Committee request staff revise the business case consistent with the amended project charter. [Endorsed Project Charter attached.]

That the Hornby Island Local Trust Committee endorse the revised business case for the Hornby Island Official Community Plan Amendment Review Project and forward to the Financial Planning Committee for consideration in the 2023/24 budget.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

OCP and LUB Bylaws would be drafted and processed.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified. Discuss the options that exist to mitigate identified risks)*

This project may not be completed in Fiscal year 2023/24 due to the northern office being short-staffed. First Nations have not been consulted up to this point but presumably would be after first reading of bylaws.

ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, 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.*)

Option 1: Request a lesser amount of funding and continue with drafting and processing bylaws with minimal public engagement.

Option 2: Request $25,000 to facilitate even more robust levels of public engagement.

Option 3: Request that the Hornby Island Residents and Rate Payers association conduct a separate set of public engagement activities related to the project not funded or staffed by Islands Trust.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

- Consultants will have to be able to work relatively independent of staff.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

The LTC is asking for $15,000 in funding for 2023/24 as this seems like a relatively reasonable amount that should enable consultants to continue with public engagement and finish processing bylaws.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

<u>Quantitative Analysis:</u>

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Hornby Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Hornby Island.

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

- RFP – or extension of existing consultant contract.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

Consultants would continue public engagement and then draft and process bylaws.

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Planning Staff would be needed to manage the consultant contract, guiding and supporting the project; staff would need to draft staff reports and guide the drafting of bylaws.

Finance staff would be needed to manage the financial end of the consultant contract, invoicing for venue rental and advertisements, and managing the project budget.

Admin staff would be needed to manage website posting, zoom meeting support, mailings, and venue rental for CIMs and Public Hearings. Admin staff would also handle agendas and minutes of meetings where the project is discussed by the LTC, and referral of the bylaws to agencies and First Nations.

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

Heather Kauer, Regional Planning Manager — September 16, 2022

Initiator Name, Title — Date

Reviewed by Department Lead: Name, Title — Date

Hornby OCP Amendments Review Project - **Charter** v 2.0

Hornby Island Local Trust Committee — Endorsement Date: Sept. 9, 2022

Purpose: To review and update the Hornby Official Community Plan (OCP) and Land Use Bylaw (LUB) regulations with regards to housing, short term vacation rentals, First Nations acknowledgments, and riparian areas.

Background: The LTC identified a "Comprehensive OCP/LUB Review" as a top priority project and requested the Hornby Island Advisory Planning Commission to provide recommendations for OCP and LUB amendments related to four specific topics. The APC spent much of 2021 and early 2022 meeting and providing recommendations regarding amendments.

Objectives

- Amend the Hornby Island OCP and LUB by incorporating recommendations of the Hornby Island Advisory Planning Commission and public feedback on these recommendations

In Scope

- OCP and LUB amendments regarding:
  - Housing
  - STVRs
  - RAPR
  - First Nations
- Community Engagement + Leg. Process

Out of Scope

- Topics beyond the four identified as in-scope;
- Public engagement beyond legislative requirements and community workshops

Deliverables

- One OCP Amendment Bylaw
- One LUB Amendment Bylaw

Workplan Overview

Deliverable/Milestone	Date
Project Charter Endorsed	June, 2022
Execute Consultant Contract	August, 2022
First Community Workshop	October, 2022
Second Community Workshop	Winter, 2022/23
Consultant Report on Workshops and Recommendations for Bylaws	Spring, 2023
1st Reading of bylaws and referral	Spring, 2023
2nd Reading of bylaws and schedule CIM and Public Hearing	Summer, 2023
CIM/Public Hearing	Fall, 2023
3rd Reading and forward to EC and Ministry	Winter, 2023/24
Adoption	Spring, 2024

Project Team	
Island Planner	Project Manager
Consultant	Workshop facilitation and drafting of bylaws
Legislative Clerk	Legislative Process / Bylaw Review
Administrative Office Assistant	Website postings; meeting notices
RPM Approval: *Heather Kauer, RPM* **Date: 9-Sept-2022**	**LTC Endorsement:** Resolution #: 9-Sept-22

Budget		
Budget Sources: TC Line Item Budget allocation		
Fiscal	Item	Cost
2022/23	Consultant Contract	$13,450
2022/23	Workshop Venue Rental / advertising	$850
2022/23	Minute-Taker	$600
2023/24	Consultant Contract	$13,200
2023/24	CIM/Public Hearing	$1,800
	Total	$16,700

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Louisa Garbo **Business Area:** Salt Spring Island Local Trust Committee **Name of Request:** Major amendment to SS OCP and SS LUB	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ **Other – please describe:** none
Date of Funding Request: November 10, 2022	**Funding Required for (date range): April 1 2023-March 31, 2024, total ask of $227,000**

ISSUE/OPPORTUNITY:

This business case involves funding support for a major amendment to the SS OCP and the subsequent SS LUB, and the associated discretionary activities, such as early and ongoing consultation with 13 First Nations that have territorial interests in SSI, external consultants to conduct a robust public engagement process and provide a comprehensive draft of the SS OCP amendment. The major amendment to SS OCP is the final stage for both the Protection of Coastal Douglas-fir Zones and Associated Ecosystems (CDF) and the Housing Action Program (HAP). The SS LUB will also be updated to reflect changes in the SS OCP. Both projects were previously approved Islands Trust.

<u>Protection of Coastal Douglas-fir Zones and Associated Ecosystems:</u>

The CDF's objectives, as indicated in the Project Charter, aims to develop an educational toolkit on the protection of CDF and to complete a wildfire protection study to inform policy development. The next step, the final stage, involves the amendment to the SS OCP on relevant policies and establishing a new development permit area that supports fire mitigation and protection of the CDF ecosystem.

Housing Action Program:
In the past twelve months, the Housing Action Program Task Force explored various measures and made a few recommendations to the SS LTC. Two Bylaws, Bylaw 526 on farm workers housing and Bylaw 530 on Accessory Dwelling Units are proceeding toward the public hearing process, and the Tiny Homes Village Pilot Project has also been launched but will require further promotion and funding. The HAP's next step is preparing for a major amendment to the Official Community Plan. This significant review and revision to the OCP will tackle a range of issues that impact the affordability of housing, the types of housing options, and the environmental sustainability related to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring community water system, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, and archaeological significance will all be examined in the process. Active and meaningful engagement with First Nations based on the standard of *Free, Prior and Informed Consent (FPIC)* and on-going collaboration with external agencies and local organizations as well as the public-at-large will also be part of this planning process.

In summary, the major amendment to SS OCP for the CDF is to develop a new development permit area through an amendment to the SS OCP to implement the wildfire protection study (soon to be completed in December 2022). The major amendment to SS OCP for the Housing Action Program is to review policies on climate change, environmental preservation, and infrastructure servicing related to affordable housing within the SS OCP. The need to amend the OCP was identified in both projects' Project Charter; this business case is to request funding to proceed with the last stage of the process for both projects. Staff will draft the revisions to the SS OCP; the consulting team will developing and facilitating a robust public engagement process, and providing professional input to the draft OCP.

PROJECTED BUDGET:

The funding request for FY23/24 is to cover costs associated with:

Early and ongoing consultation with 13 First Nations with territorial interests on SSI	Approximately 8 months	$26,000 (travel & capacity funding)
Technical analysis with university and agencies	Approximately 6 months	$100,000
Consultant selection process for public engagement facilitation/presentation, and consulting contract	Spring 2023 for six months	$90,000 – consulting contract
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental.	Over the course of 2023	$8,000
Multiple virtual and/or in-person open houses and community engagement meetings	Over the course of 2023	$3,000 – technology support, facility rental, and open houses material
	Total	**$227,000**

RISK ASSESSMENT:

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. If funding is approved, a request to carry over unspent money will likely be required.
There has been no full review of the SS OCP since its adoption in 2008; the last amendment was an update to the industrial lands per Bylaw 488. The current document no longer reflects current issues, particularly on policies relating to climate change, First Nations reconciliation, infrastructure servicing, and various affordable housing related policies.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house, with a less robust public engagement process, and will require significantly more time and resources.

CRITICAL SUCCESS FACTORS:

Skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. The past has demonstrated the challenges of conducting an effective engagement process while balancing competing interests without the ability of staff to appear neutral on the issues. The financial implications of contracting the service may seem to be a reduction of fiscal resources; however, the soft cost, the likelihood of a less successful outreach process, and the additional staff resources required by performing the public engagement in-house may outweigh the cost of contracting a professional facilitator. As attested by the Policy Statement and the Ganges Village planning projects, an effective public engagement process conducted by experienced consultants has proven to be vital to the success of the process.

RECOMMENDED OPTION:

Approve the request for $227,000, to conduct a major amendment to the SS OCP to complete the final stage of the work on the CDF and the Housing Action Program projects.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $90,000 for a contract with a consultant with experience in a public engagement program, from designing visuals, preparing the technical aspect, conducting the facilitation and outreach, to analysing, summarizing and presenting the outcome, and providing professional third-party review of the draft amendment.
- $100,000 for technical analysis is a much needed component to support various policies; funding will be require to work with university and local and provincial agencies, potentially through a consultant.
- $26,000 for early and ongoing consultation with First Nations will result in $2000 per nation should all agree to participate, or offer a higher amount to those who participate and on behalf of other nations through the strength of claim concept.
- The cost of $21,000 is based mainly on the previous public engagement program; the cost of printing and distribution to the island is substantial but critical and effective, and facilities rental and technology support are estimates based on previous events.

Qualitative Analysis:
Per the Islands Trust "Best Management Practices For Delivery Of Local Planning Services," the CDF and the HAP are considered extraordinary projects as both involve a major amendment to the SS OCP (and likely a few subsequent LUB amendments). There was unspent money from the previous budget in 2021 but was not being carried over to 2022. As a result, the RFP for a consultant to conduct the public engagement process for HAP was cancelled.

To undertake the major amendment to the SS OCP will require significant funding support. Data collection and analysis has always been missing in the policy development work for recent bylaws and OCP amendments. In order to conduct a comprehensive review and update, consultation with expertise will be necessary. Furthermore, many efforts at the front end on the two projects had been undertaken; unless the SS OCP is updated to reflect the findings and recommendations, all the work completed to this stage would be futile.

If the public engagement process has to be done in-house, the amount of time required will be substantially longer than in the proposed timeline originally anticipated in the two Project Charters. Without the consultant's support, all the relevant activities within the SS OCP process will be conducted in a more linear process. The preparation, design and facilitation of the various public engagement events, the analysis and drafting of the OCP bylaw, and the subsequent presentation preparation, and the report summary are all very time-consuming. Instead of processing the various steps (including research and analysis of existing conditions and efforts, collaboration and consultation with agencies, community leaders and First Nations, supporting the Task Force activities, working with potential partners such as the universities, research, competing for potential grant funding, and the subsequent drafting of the OCP) while the consultant is launching the public engagement program, many of those tasks will have to be pushed back to work on a public engagement program, the proposed timeline of one year will not be realistic. If a public engagement process is to be conducted in-house, it will impact other planners with a full-load of responsibilities and assignments and the administrative staff's functions.

The consultant team will draw on their experience and propose a creative and responsive public engagement process that to achieve the desired goals and outcomes for the Salt Spring community. They will interview key stakeholders, interest groups, communities, and others who may be the focus of an engagement process. The contract will include the design of a public engagement plan, the facilitation of engagement activities, participation logistics, prepare materials and/or translation, offering interacting tools for public engagement, recording and documenting public input received, conducting an ongoing assessment of engagement activities, summary and presentation of the outcomes to LTC, and other activities as appropriate.

Given the culture in the Salt Spring community, along with certain predetermined ideas of solutions, along with the cynicism towards government at all levels, coupled with diverse and at times, opposing interests within the community, the public engagement program must be done cautiously to transform any pre-conceived mind-sets and to inspire collective common visions. Bringing in a skilled consultant, a neutral third-party professional to help plan, design, facilitate, present, and most importantly, introduce innovative engagement approaches to the process can ensure successful outcomes. We need to draw on the skill sets and experiences, as well as the models or techniques that a professional group can offer to better respond to the public participation needs unique to the Salt Spring community.

PURCHASING PROCEDURE:

Per Islands Trust and BC procurement process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

RFP in early 2023, consulting services in late spring, completion of public engagement by late summer, draft OCP by late full for first reading on draft SS OCP.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Engagement tools will be developed, and a general stakeholder groups have been identified from previous efforts. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities has also been developed.

Louisa Garbo, Acting Regional Planning Manager
Initiator Name and Title

August 15, 2022
Date

Stefan Cermak, Director, Planning Services
Reviewed by: Name and Title

Sept. 19, 2022
Date

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

Next steps:

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

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Initiated by: Louisa Garbo **Business Area:** Salt Spring Island Local Trust Committee **Name of Request:** Ganges Village Area Plan	**Budget Source** (select all that apply): X **Specific Project Funding** (select all that apply) X Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ **Other – please describe:**
Date of Funding Request: November 10, 2022	**Funding Required for (date range): April 1 2023-March 31, 2024, total ask of $86,500**

ISSUE/OPPORTUNITY:

On November 10, 2020, the SSI LTC passed the resolutions adopting the Project Charter, budget and Engagement Plan for the Ganges Village Planning Project. Since then, a Ganges Village Planning Task Force (aka Special Project Advisory Planning Commission) was formed, meeting twice a month to explore issues, policies and visions, and offered recommendations to the SS LTC. A consulting team was retained to conduct a robust public engagement program, working in conjunction with the Task Force. The consulting team also facilitated a two-day workshop with the Task Force and a community Design Idea workshop. A comprehensive report summarizing the public engagement program by the consulting team is available on the project webpage.

This budget request is for the final stage of the Ganges (Shiya'hwt/SYOW̱T) Village planning process to draft the Ganges (Shiya'hwt/SYOW̱T) Village Area Plan. The title of the area plan was suggested by Lyackson First Nations.

Ganges Village is the urban core of the Islands Trust Area and faces unique demands on a scale and intensity not experienced elsewhere within the Trust area. Previous community engagement efforts in relation to Ganges Village Planning were undertaken in 1995 and again in 2006. Much has changed since then while much remains unresolved. For example: Ganges is a First Nations village site, Ganges is subject to sea level rise with the greatest social, economic impacts in the Trust area, Ganges is the focal point of homelessness on Salt Spring Island and has the greatest per capita homeless population in the Capital Regional District, Ganges infrastructure is aging and being replaced or upgraded which requires consideration of growth patterns, Ganges is subject to a moratorium restricting new connections to the community water system. Ganges is the economic driver for Salt Spring Island, and to large extent, the Trust area, and with high land values comes desires to revitalize properties, hotels, harbours, and key institutional lands. Meanwhile policies are woefully outdated and do not reflect Trust Council's implementation of the First Nations Engagement Principles Policy, Trust Council's Reconciliation Declaration, and Trust Council's declaration of a Climate Emergency. To address these numerous issues, the SSI LTC has directed staff to create a Project Charter that will deliver a Ganges Village Area Plan.

This project provides the SSI LTC the opportunity to advance various objectives within the Trust Council Strategic Plan including, but not limited to, the following topics:

- *Mitigate and adapt to climate change impacts*
- *Improve community engagement and participation in Islands Trust work*
- *Strengthen housing affordability*
- *Strengthen relations with First Nations and to advance Trust Council's commitment to Reconciliation*

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY23/24 is to cover costs associated with:

Consultation and coordination between LTC and 13 First Nations	ongoing	$26,000
Consultant selection process for drafting the area plan and the public consultation of the area plan	Spring 2023 for six months	$50,000 – consulting contract
Task Force meetings	Over the course of 2023	$3,500 – (Cost anticipates advertising, and minutes taking at ±$25/hr)
Technology (mapping, data analysis, etc.) and administrative support for public consultation process	Over the course of 2023	$2,000
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2023	$5,000
	Total	**$86,500**

RISK ASSESSMENT:

Ganges Village is the Islands Trust's core urban centre, it is facing an immense demand for development. It will grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, which includes their commitment to First Nations Reconciliations, protection and preservation of the environment, and Climate Change without an area plan to provide specific guidelines for future development.

This is the final stage of the Ganges Area Plan planning process, community has the expectation of an area plan being completed to guide the future of the core area. First Nations also anticipate being part of the process to address the future of Ganges Village as the area continue to grow and prospect with First Nations being part of the process.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the drafting of the area plan in-house. This option will require substantially longer timeframe to complete this project, which has already been nearly two years in the making. There is limited resources in the SS office, to undertake the drafting of the area plan, the consultation with 13 First Nations, the facilitation of the Ganges Area Planning Task Force, the collaboration with agencies through the existing Technical Working Group, along with public consultation of the draft area plan and various discretionary process will be quite overwhelming for the staff involved.

Option 2: Instead of creating a standalone document of an area plan, only amend the existing section of the SS OCP – Section B.5.2 Ganges Village Designation, as part of the major amendment to the SS OCP process. This option will provide limited ability to address issues relating to Ganges Village holistically as identified in the original Project Charter.

Option 3: Keep the same project charter and budget but fund the project via a Special Tax Requisition. This project is not relevant to just Salt Spring Island, Ganges Village being the urban heartbeat of the Islands Trust area and Ganges Village Planning is vital to the health of the Islands Trust's communities as a whole. The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. Salt Spring Island contributes the greatest portion of funding to the Islands Trust federation model. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers.

CRITICAL SUCCESS FACTORS:

With an unbiased, neutral third-party professional to draft the area plan (based on recommendations from the completed engagement program and the Ganges Village Planning Task Force), will help to address public opinions and the pre-conceived notion of the island Islands Trust's staff.

RECOMMENDED OPTION:

Approve the request for $86,500 as requested.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $50,000 for a contract with a consultant with experience graphic design to content writing. Professional consulting to write area plan usually cost way over $100,000, but the cost usually included the public engagement component, since the engagement process has been completed, the cost should be substantially lower.
- $7,000 on technical support and educational material are estimates based on prior processes.
- $3,500 on task force meetings are estimates based on previous years.

- $26,000 as capacity fund for First Nations is a low estimates. SS LTC put a pause on the planning process to focus on collaboration with First Nations, this commitment requires funding support.
- The total cost of $86,500 is very near to the amount that was not carried over from 2021 to 2022 and the amount that was cut by the Executive Committee in early 2022.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Implementation is for the last stage of the Ganges Village Area Plan planning process as identified in the Project Charter and approved by SS LTC and the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

A standard educational and informational online tools have been developed, and a general stakeholder groups was identified in the Ganges Village Public Engagement Program conducted by the consulting team which included a specific list of contacts of stakeholders, community groups, relevant agencies, and various First Nations communities.

Louisa Garbo, Acting Regional Planning Manager	August 15, 2022
Initiator Name and Title	Date
Stefan Cermak, Director, Planning Services	Sept. 19, 2022
Reviewed by: Name and Title	Date

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

Next steps:

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

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title):
Salt Spring Island Local Trust Committee

Business Area:
Local Trust Committee Services:
Salt Spring Island Local Trust Committee.

Name of Request:
SSIWPA Coordination: $75,500

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ____________________

■ **Other – please describe:** _ Communications and education materials; Meeting costs

Date of Funding Request Submission: July 27, 2022

Funding Required for (date range): April 1, 2023 to March 31, 2024

ISSUE/OPPORTUNITY:
The Salt Spring Island Local Trust Committee (SS LTC) has been coordinating the Salt Spring Island Watershed Protection Alliance (SSIWPA) since 2013 using delegated authority from the Islands Trust Council (*Islands Trust Act*, Section 8(2)(b) via Trust Council Bylaw No. 154. SSIWPA provides a forum within which to engage in multi-jurisdictional planning for the sustainability and protection of freshwater resources on Salt Spring Island.

PROJECTED RESULTS/DELIVERABLES:
Assuming that SSIWPA's 2023/24 workplan is generally consistent with that of fiscal 2022/23, the following costs are anticipated:

- Coordination of SSIWPA by third-party coordinator in 2023/24 fiscal year - $60,000
- Development and dissemination of education and communication materials related to freshwater and watershed protection on Salt Spring Island - $13,740
- Meeting Costs - $1,760
- **Total - $75,500**

RISK ASSESSMENT:

- SSIWPA is only a coordinating body – it has no regulatory function – it may only request the SS LTC or Trust Council to do something. Thus the risk is managing expectations. This is managed through communications which have evolved over numerous years and continues to be refined. Communications is part of the funding request.

ALTERNATIVES CONSIDERED:

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

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

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

If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.
SSIWPA does not meet the above criteria. Therefore, it is unlikely that the Islands Trust Council would support SSIWPA as a general budget item and instead requires approval via a special property tax requisition.

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

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

3) **Terminate funding support for SSIWPA**

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

CRITICAL SUCCESS FACTORS: Ongoing coordination and communication regarding fresh water issues with the SS LTA. Agency and community organization commitment and participation.

RECOMMENDED OPTION:
That the FPC include a special property tax requisition of $75,500 to support the ongoing coordination of watershed and freshwater protection policies on Salt Spring Island.

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

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

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

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

PROPOSED IMPLEMENTATION STRATEGY:
Ongoing. No new implementation.

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

- *The Senior Freshwater Specialist is an active member of the technical working group – a committee of SSIWPA. This group involves an estimated 10 hours monthly (prep, attendance, follow up).*
- *An Island Planner or Planner 2 may be an active member of the SSIWPA steering committee. This involves an estimated 10 hours monthly (prep, attendance, follow up).*
- *An Island Planner &/or an RPM manages the SSIWPA Coordinator Contract. This involves an estimated 3 hours monthly (contract interpretation, editing, and renewal).*
- *Various administrative positions may process SSIWPA Coordinator or related requests (including finance and EDM filing). This involves an estimated 2 hours monthly.*

Staff time in total annually is estimated at: 300 hours.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
First Nations have been invited to participate. None have accepted the offer. The offer should be extended annually at minimum.

Salt Spring Island Local Trust Committee	July 27, 2022
Initiator Name, Title	Date

Stefan Cermak, Director of Planning Services	Sept. 19, 2022
Reviewed by Department Lead: Name, Title	Date

Islands Trust 2023/24 Business Case Summaries to Financial Planning Committee

Operational Projects Business Case Summaries

& Staffing Business Case Summaries

Local Trust Committee Meeting Administrator - 1.0FTE
Amount: $65,700 first year, $78,000 subsequent years
Sponsor: Executive Committee

This new full-time administrative position is being proposed in response to growing public expectation of livestreaming/recording of in-person local trust committee meetings. This has not previously been a responsibility of staff. This position will take responsibility for coordination of livestreaming/recording of in-person local trust committee meetings including the on-site hardware set up tasks undertaken in 2022 by LTC Chairs. As a pilot in 2022, LTC Chairs supported livestreaming and recording but found the work to transport, set up and use virtual meeting hardware and software difficult to balance with the focus required to effectively chair meetings. In addition to salary/benefit costs, the funding request also includes travel costs, computer equipment, and training funds.

Planning Services Administrative Adjustments
Amount: $33,000
Sponsor: Executive Committee

The scope, amount and complexity of administrative duties associated with land use planning has increased in recent years. To respond to this shift and ensure the Islands Trust has, and retains, people with the skills appropriate for the work demands, the project will see an upwards shift in classification for three Planning Team Assistants (one in each office) from grid level 9 to grid level 11 and for three Legislative Clerks (one in office) from grid level 15 to grid level 18.

Freshwater Technical Coordinator Co-op Student – 0.3FTE

Amount: $30,000 (BIM contributes)
Sponsor: Executive Committee

The Freshwater Technical Coordinator will share freshwater information with the public and will help develop communication materials. The post-secondary student will also undertake data management and other technical tasks related to freshwater protection work of local trust committees. The Freshwater Technical Coordinator will have experience in GIS and will support the development of freshwater mapping layers that will be available to the public, trustees and staff.

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): David Marlor, Director, Legislative Services **Business Area:** Legislative Services serving Local Trust Committee Services **Name of Request:** Meeting Administrator (full-time): **$65,700**	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☒ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: 11/8/2022	**Funding Required for (date range):** • **$65,700** for 2023/24 (10 months (June 1 to March 31)) • **$78,000** plus collective agreement salary increases for subsequent years

ISSUE/OPPORTUNITY:

Prior to the return of live meetings administrative staff (i.e. Planning Team Assistants, Administrative Assistants, and Legislative Clerks) were responsible for hosting purely digital public meetings in the form of Zoom webinars. Primary duties included management of town hall speakers, breaks (communicating return times), initiation of live stream and recording, and basic user support (microphone and camera management). Although these duties did not require 100 percent of their attention, fluctuating meeting demands required a portion of their focus at all times, thereby excluding them from other duties that required their full attention (i.e. front desk management, application processing, etc.).

Upon returning to in person public meetings, local trust committee wanted to retain the electronic portion of their meetings. At the most basic, this involved livestreaming, and at the more complex this involves full public participation either electronically or in-person.

To accommodate the basic support of live-streaming, the Local Trust Committee (LTC) chairs were provided hardware kits that included a laptop, combination camera, speaker and microphone, Wi-Fi hub and tripod. The laptop was preconfigured with Zoom and an open source video record and/or live streaming package (OBS). When sufficient internet connectivity was available a scheduled Zoom meeting was provided to the chairs to initiate and host. Meeting management was limited to starting the live stream and recording, and ensuring all remote participants were present. In the absence of internet connectivity the chairs were directed to record the meeting using the OBS software and ftp the resultant file to staff post meeting.

For some local trust committee where full electronic participation was required, administrative staff had to provide support by administering the meeting from the office. This involved ensuring that people wishing to speak were able to do so, and managing the meeting electronically. Technical support was provided by Islands Trust Information Systems as needed.

This deployment model for the basic level has proven successful to date in a number of respects.

- Reduced time demands on Administrative staff, thereby freeing up some time for duties associated with their defined jobs.
- Hardware management and audio/video capture quality feedback has been positive.
- Majority of the in person meetings have been successfully recorded, streamed, and published to the Islands Trust website.

However, after surveying (See Appendix A) LTC Chairs, Meeting Administrators and IS staff a number of concerns have been raised.

LTC Chair concerns are largely centered on logistics associated with hardware transport, and the time and focus demands of meeting administration, as described below.

- Limited time between arrival at venue and scheduled start of meeting, with hardware setup contributing to already tight timelines.
- Weight of the kits have proven challenging given remote nature of some of the LTC venues (i.e. no road access or preference to travel via bicycle).
- Confusion surrounding when to use Zoom or OBS software (follow up training has been provided).
- Overseeing meeting hardware and software requires a portion of focus, which should be directed fully to chairing meeting. (i.e.-adjusting camera focus, starting/stopping recording, etc)

Meeting administrators indicated that they have sufficient information (i.e. venue internet bandwidth) and time to effectively schedule and publish meetings. A number of individuals did however note growing pressure, from trustees and the public, to provide greater digital access to LTC meetings (i.e. increasing time spent reviewing electronic documents for privacy issues, uploading and managing files to the internet, etc). Administrative staff expressed concern that this would lead to an even greater demand for administrative time and resources.

The current approach has resulted in an increased demand for staff time and resources relating to the deployment and support of the LTC hardware kits.

- Support calls, primarily associated with meeting setup have increased.
- Recording management is a new resultant service request, as recordings often require editing and encoding in preparation for publication.

Overall there is general agreement amongst those surveyed that the current approach is not sustainable, and that increasing digital access would only exacerbate the situation. LTC Chairs, meeting administrators and IS have all suggested that digital LTC Meetings would benefit from the addition of an individual responsible for hardware setup and administration, and expanded meeting administration.

PROJECTED RESULTS/DELIVERABLES:

The projected results/deliverables associated with this funding request include:
- Administrative capacity to manage and administer most local trust committee meetings, including special meetings, public hearings, and community information meetings
- Reduction of workload for existing planning administrative staff to allow them to focus on the administration of planning application, local trust committee agendas and administrative support to local trust committee land use projects

RISK ASSESSMENT:

Risks	Impact	Mitigation
One person will not be able to attend all LTC meetings, and therefore will not be able to deliver or manage on-site equipment to every meeting	Medium	• Still require other administrative staff to support on some Islands
Classification may come back at higher classification to that requested	Medium	• Cost would be higher than estimated; adjustment to future budgets would be required

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:
Maintain existing digital meeting strategy, continuing to deploy audio/visual hardware via Committee Chairs, with them also functioning as meeting host, and tasking administrative staff with pre-meeting coordination and configuration and live meeting streaming and recording.

This option does not address any of the concerns expressed by LTC Chairs, or Administrative and IS staff.

Option 2 – Private Contracted Coordination
Contract out administration of local equipment and online meeting to individual private contractor.
- Potential high cost for contracted services

Option 3 – Minute Taker Contracted Coordination
Contract out administration of local equipment and online meeting to island minute takers. Note that this approach would require the purchase of additional hardware kits, to be distributed to the respective islands.
- Minute takers would need to be trained to undertake these additional duties
- Still potential need for Information Services support, and as such may not reduce workload for Islands Trust staff.

Option 4 – Planning Services Staff Coordination
Direct planning services staff meeting attendance and administration of local equipment and online meeting. No additional equipment required.

- This would require the Island Planner to set up, take-down and administer the meeting. This would take away from the planners primary professional role of providing advice to the local trust committee.

Option 5 – LTC Meeting Administrator (full time)
Hire a public meeting Administrator, managing all aspects of digital committee meetings, including attending meetings when necessary (and possible), work with management to establish meeting standards and ensure they are met, review and upload meeting recordings, coordinate the setup, management and take-down of the electronic equipment at the meeting, and administering digital meetings. Essentially this position, reporting to the Director, Legislative Services, would over-see all aspect of the electronic component of local trust committee regular meetings, special meetings, public hearings, and community information meetings. The role would have elements of information system knowledge and skills to troubleshoot and ensure smooth operation of the meeting, but would not replace need for Information System support in certain situations.

Staff researched other local governments and their approaches. The City of Waterloo in Ontario has implemented a similar position for comparison and consideration (See Appendix B).

This project will provide the following benefits:

- Reduction in workload for local planning services administrative staff, freeing them to focus on land use planning and meeting agenda support to the local trust committees
- Protect the Island Planner from becoming meeting administrators by virtue of being the only staff at the meeting and a need to set up, management and take down recording, streaming and live electronic meeting management equipment.
- Reduce workload on local trust committee Chairs by not requiring them to transport, setup and administer recording, streaming and live electronic meeting management equipment.
- Provide front-line basic Information System support to help reduce workload for Information Systems staff.
- Ensure all local trust committees can record, stream and hold live electronic meetings as required to conduct their business
- Savings in cost of minute taking, as this would be primarily taken on either in-person or remotely by the new position

CRITICAL SUCCESS FACTORS:

- Having the job description created and classified as requested (grid 9)
- Successful recruitment for the position
- Having buy-in from the organisation

RECOMMENDED OPTION:

Staff recommend Option 5: LTC Meeting Administrator (full time).

Based on the unique geography and political structure of the Islands Trust, the Coordinator role would assume the following responsibilities.

Procedures

- Work with the Director, Legislative Services to develop and maintain procedures for running of electronic meetings, recordings, and streaming.

- Monitor and ensure consistent processes that comply with legislation, Trust Council bylaws, policies and Islands Trust procedures
- Website
- Oversee and support the publication of attendance and recording links on website.

Webinar, Live Stream, recording

- Oversee and support the scheduling and execution of webinars (public electronic access), live stream and recording. Ensure efficient delivery of the final electronic document in ready to post online format and to best admin standards for file retrieval.

Venue Selection

- Gather and maintain documents on venue specific resources (i.e. internet connectivity, on site audio/visual equipment etc.).

Hardware and Software

- Coordinate deployment of equipment as required.
- Overseeing delivery and setup of audio/visual hardware.
- In person support provided as needed.
- Remote support as needed, providing onsite staff with dedicated setup and management support.
- Understanding of the software used, and training and support to others for the use of the software.
- Liaison with Information Systems to ensure back-end support for electronic local trust committee meetings

Minutes

- provide primary minute taking role
- support backup minute takers with training on using electronic equipment and software

Host/Administration

- Host meeting, coordinating in meeting management of panelists, attendees, delegates and staff.
- When scheduling conflict exists responsible for coordinating and supporting alternate host.

PURCHASING PROCEDURE:

Hiring to follow Islands Trust and Public Service Agency protocols.

PROPOSED IMPLEMENTATION STRATEGY:

Recruitment to begin following budget approval – earliest implementation would be June 2023.

STAFF RESOURCING:

Staff resources to develop job description, obtain classification and recruit.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Management by managers and supervisors on new processes, and transition from current staff and processes to new staff position and new processes. Communication to staff and LTC on new process.

David Marlor, Director, Legislative Services
Initiator Name, Title

November 2,1 2022
Date

Appendix A: Digital LTC Meeting Survey

Purpose of the survey:

Determine the effectiveness of the current LTC meeting hardware/software and management solution, and to explore alternative approaches. The current approach includes the following roles, responsibilities, and limitations:

- LTC Chairs assigned audio/visual hardware kits, and responsible for transport, setup and digital meeting management.
- Meeting Administrators responsible for scheduling meetings, assessing available internet bandwidth and scheduling zoom based meeting when appropriate.
- Planners invited to attend remotely when possible via zoom invitation.
- Delegates invited to attend remotely when possible via zoom invitation.
- Pubic access limited to in person attendance.

LTC Chairs were asked the following questions:

- On a scale of 1-10, 1 being Poor and 10 being Excellent how would you rate (+ Comments) the following:
    - Current approach to managing digital LTC meetings.
    - Hardware package transportability (size and weight).
    - Hardware setup (technical difficulty and timing).
    - Hardware and software management during meeting.
    - Ability to resolve technical issues without additional support.
- Management is exploring alternative approaches to supporting digital LTC meetings. Based on your role and experience can you provide suggestions on how the Islands Trust can best deliver digital LTC meetings?

LTC Meeting Administrators were asked the following questions:

- On average how much time (hours) are you putting into the following individual LTC Meetings:
    - Scheduling.
    - Managing.
    - Publishing.
- Do you feel you have sufficient information (i.e. venue internet bandwidth, when to schedule Zoom meetings versus simply posting recordings) to effectively schedule LTC meetings?
- Do you feel you have sufficient resources (i.e. time) to effectively support LTC meetings?
- Does the current approach to digital LTC meetings distract you from your regular responsibilities?
- Management is exploring alternative approaches to supporting digital LTC meetings. Based on your role and experience can you provide suggestions on how the Islands Trust can best deliver digital LTC meetings?

Appendix B: City of Waterloo Council/Committee Coordinator Position

100 Regina Street South, Waterloo, ON
N2J 4A8
519-747-8709

Position: Council/Committee Coordinator	**Status:** Regular, Full Time	**Competition Number:** 21-14
Pay Band: J	**Salary Range:** $50,480-$63,101	**Hours of Work:** 35 hours/week *
Division: Legislative Services	**Department:** Corporate Services	**Work Location:** Waterloo City Centre

Position Description:
An opportunity exists for a full-time Council Coordinator to provide legislated support including coordinating Council agendas, meetings and related activities, maintaining the division's internet and intranet content and performing records management duties. The Council Coordinator will also provide administrative support to the City Clerk and Deputy City Clerk, act as Secretary to the Dog Designation Committee and provide general division assistance.

Accountabilities:
- Coordinate, prepare and circulate agenda and revised agenda packets for meetings of Council
- Provide technical assistance to staff and external parties for presentations at Council meetings
- Set up Council Chambers and equipment for Council and committee meetings and maintain the livestream
- Prepare Accessibility for Ontarian's with Disabilities Act (AODA) staff reports and By-Laws for Council approval
- Maintain the 'Agenda Items Schedule', including chart of items for upcoming meetings
- Attend meetings of Council, prepare minutes and necessary follow up actions arising from the meeting
- Maintain the Council meeting section of the website with Council packets, minutes and other information
- Coordinate meetings of the Dog Designation Committee including hearing packets, minutes and draft decisions
- Perform records management duties including indexing and maintaining logs
- Research and draft policies and procedures as needed
- Back up for performing civil marriage ceremonies, issuing burial permits and front line customer service

- Provide support to the City Clerk, Deputy City Clerk and to the division as well as other duties as assigned

Minimum Qualifications:

- College diploma in public administration, business administration or a related field
- Two (2) years' of progressive experience in a municipal administrative setting, with demonstrated experience attending meetings, taking minutes, researching and preparing reports
- Demonstrated knowledge and understanding of City Council procedures and processes
- Demonstrated attention to accuracy and detail in a time sensitive environment
- Excellent verbal and written communication and customer service skills
- Ability to multi-task in a fast paced environment with changing priorities while attending to details
- Ability to exercise tact and discretion in dealing with confidential issues
- Ability to deal harmoniously and diplomatically with the general public and elected officials
- Demonstrated ability to work effectively both independently and in a team setting
- Comprehensive understanding of municipal governance, administration and Council processes
- Knowledge of applicable provincial legislation including the Municipal Act and AODA is considered an asset
- Proficiency in Microsoft Office, Microsoft Outlook, Adobe Acrobat PRO required
- Ability to learn and adapt to new technologies, systems and software programs
- A Police Criminal Record and Judicial Matters Check satisfactory to the city is required as a condition of hire
- Applicants may be required to undergo testing as part of the recruitment process

Hours of Work:

*This position requires the incumbent to flex work hours to accommodate attendance at evening meetings of Council or Committees without earning overtime. Equivalent time off will be granted on a 1:1 ratio. The successful incumbent must be available to work Monday evenings.

Online Application Process

Interested and qualified candidates must submit their resume and cover letter in one document through the online application process at: www.waterloo.ca/careers

Job Eligibility

All qualified City of Waterloo employees may apply, however during the selection process there is a specific sequence that will be followed. Members of the City of Waterloo Staff Association who have completed their probationary period in their most recent position will be considered first for this posting.

The City of Waterloo is an equal opportunity employer. Accommodations are available for all parts of the recruitment process. Applicants need to make their needs known in advance.

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by (name, title):

Stefan Cermak, Director Planning Services

Business Area:
Planning Services

Name of Request:
Planning Services Administrative Adjustment: $30,000

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

☐ **Other – please describe:** ______________________

Date of Funding Request Submission:
Sept. 26, 2022

Funding Required for (date range):
$33,000: April 1, 2023 – March 31, 2024 and ongoing annually

ISSUE/OPPORTUNITY:

The need to assess Planning Services administrators (admin staff) admin staff duties has been an intended part of the Planning Services renewal program for several years. Admin staff face significant changes in personnel, proposed office re-locations, and shifting demands of time allocation due to a combination of increased workload and managing an increasing and shifting complex series of legislative processes and file management. There has been reconsideration of admin staff needs since 2008 aside from part time support for bylaw enforcement and compliance needs.

The current structure of the admin staff is the following:

Grid level	Position	Primary duties (in brief)

9	Office Admin Assistant (North and SSI)	Administrative support. Reception, supplies, office needs, information technology needs, records management, meeting coordination, webposting
9	Bylaw Compliance & Enforcement Assistant (Victoria)	Administrative support for bylaw compliance and enforcement team – includes reception, research, taking minutes, preparing reports and assisting the Director (40%)
9	Planning Team Assistant	Planning team and LTC administrative support. Application management, meeting coordination, enquiry support, assist with agenda preparation, webposting
14	Legislative Clerk	Leadership and guidance regarding LTCs legislative and legal processes (including Public Hearings, bylaw adoption, notification requirements, permits, RWMs, agendas, oaths, deputy secretary)

The proposal is to adjust the duties of staff to better meet the current and anticipated demands. The proposal includes creating specialists in order to meet more complex demands (ex: FOI requests and harmonization of legislative, procedural, and operational procedures) while also creating opportunities for advancement within the organization. The specialists would see the evolution of Legislative Clerks into a higher grid level. This in turn would require some deferral of responsibilities to the Planning Team Assistants which in turn would lead to a higher grid level for that position. This has already been organically happening within respective teams but without proper compensation for the leadership roles that Legislative Clerks have been taken and without recognizing the significant efforts and achievements of other admin staff. The success of the admin staff has been primarily due to their willingness to help one another above and beyond their respective duties. This may change as office locations change, staff retire, and efforts are made to centralize processes. Thus the need to prepare for these changes includes creating opportunities for new staff that reflects reality and anticipated near future events.

PROJECTED RESULTS/DELIVERABLES:

The projected result would be a redistribution of duties and hierarchy of admin staff within Planning Services. This presents better opportunities for learning, advancement, and staff retention while meeting the demands both current and anticipated. Specifically, three Planning Team Assistants (one in each office) would be elevated from grid level 9 to grid level 11 while the three Legislative Clerks (one in office) would be elevated from grid level 14 to grid level 18 with a total financial impact of approximately $25,000 - $30,000.

RISK ASSESSMENT:

Risk: Incoming staff see little opportunity for advancement and/or little reason to strive for advancement. This reduces resiliency and creates vulnerability. Implementing the change will mitigate.

Risk: Public Service Agency (PSA): reclassification of positions requires agreement from the PSA. While staff have researched benchmark positions for comparable provincial staff positions, the PSA has yet to be engaged. PSA staff will need to be engaged and a thorough argument presented.

Risk: Other admin positions within the Islands Trust staff may seek similar reconsideration of their duties and respective grid level. This is an opportunity to review more admin needs within the organization.

ALTERNATIVES CONSIDERED:

Option 1: Do nothing. Admin staff have performed admirably for years. The evidence is sometimes in that no negative impacts have occurred (ex: no process related litigation has been brought against the Islands Trust or few ads/notices/permits have needed corrections). However, this assumes the status quo and ignores retiring admin staff, staff leaving for better opportunities (both for advancement and pay), and fails to meet the demand presented today and in the near future.

Option 2: Fully implement. The benefits are discussed above. The impact is a comparatively small financial commitment (all other positions in the organization are better compensated).

CRITICAL SUCCESS FACTORS:

Fully implement. The impacts of not implementing are summarized in Option 1 above.

RECOMMENDED OPTION:

Option 2. The next year will see at least two admin staff retire, likely one relocate and several seek better opportunities. While some of these changes are inevitable, some are due to a lag in meeting Admin staff and organizational needs.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
Rates effective April 11, 2021

Current Grid	*# of positions affected*	*Range of pay ($)*	*Grid change*	*Range of Pay ($)*	*Difference ($)*
9	*3 (PTAs)*	*64,000*	*11*	*68,000*	*4,000 (X3) = 12,000*
14	*3 (Leg Clerks)*	*81,000*	*18*	*88,000*	*7,000 (X3) = 21,000*
				Total	***= 33,000***

The overall financial impact is approximately $33,000 annually.

Qualitative Analysis:
The changes would help create better opportunities and meet current demands.

PURCHASING PROCEDURE:

Reclassification of existing positions requires a process between the union (BCGEU) and the employer (PSA).

PROPOSED IMPLEMENTATION STRATEGY: *Staff will engage discussions with PSA and the Union once the budget is approved. It is anticipated that this process will take several months thus be fully implemented In June or July 2023.*
STAFF RESOURCING: *Senior management and the employee coordinator will need to prepare for and meet with relevant BCGEU and PSA staff.* *Several meetings with Admin staff will need to occur (and have already begun) to reconsider duties. Training opportunities will be encouraged and promoted and are already considered in the budget.*
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Management have had several meetings with admin staff both recently and over the last numerous years. These discussion will remain ongoing.

Stefan Cermak, Director of Planning Services	Sept. 29, 2022 (updated Nov. 7, 2022)
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title):

William Shulba,P.Geo
Senior Freshwater Specialist

Business Area: Local Planning Services

Name of Request:

Freshwater Technical Coordinator
Co-op Student for term Summer 2023

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

■ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ■ **Temporary**
  - Temp Duration: **01 May- 01 Sept 2023**

☐ **Other – please describe:** ______________________

Date of Funding Request Submission:
August 19, 2022

Funding Required for (date range):
01 May- 01 Sept 2023

ISSUE/OPPORTUNITY:

Trust Council recognized the importance of protecting freshwater in the 2019 -2022 Strategic Plan, which identifies freshwater stewardship as a top priority. By declaring a climate emergency the Islands Trust acknowledge the need to address increasing vulnerabilities. The initiation of the Groundwater Sustainability Science Program in 2019 and the development of the Freshwater Sustainability Strategy in 2020 by the Regional Planning Committee (RPC) demonstrates a commitment to addressing the critical need to address threats to freshwater vulnerability.

The Islands Trust Freshwater Sustainability Strategy provides a framework for action to be taken over the next decade (2022 to 2032) and beyond to protect water resources over the longer term. It harmonizes the efforts of groundwater-focused projects, expands this work to other islands in the Trust Area, supports the translation of the science into land use policy and regulation as well as identifies ways to enhance community stewardship and support for measures that will address freshwater vulnerabilities. It includes overarching goals, objectives, programs, specific actions, and outlines an implementation plan.

Staff has identified the need for a Freshwater Technical Coordinator to assist the Senior Freshwater Specialist to undertake coordination activities relating to education of staff, trustees, and public with respect to mapping, data management, and other strategy deliverables.

A promising goal of this position is to continue to engage with university student co-op programs, which over the years has provided excellent exposure of Islands Trust project to academic and ultimately provides an exceptional opportunity for a student.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

The Freshwater Technical Coordinator will enable the Senior Freshwater Specialist to dedicate more time resources to projects, inquiries, and strategies under the FWSS. The Freshwater Technical Coordinator will be instrumental in assisting in sharing freshwater information with the public and will help develop materials for a Freshwater Forum. The Freshwater Technical Coordinator will undertake data management and other technical tasks that can consume a considerable amount of the Senior Freshwater Specialist's time. The Freshwater Technical Coordinator will have experience in GIS and will support the reinstatement of the Islands Trust Freshwater Atlas.

RISK ASSESSMENT:
The Freshwater Technical Coordinator will likely be a co-op student with 2-4 years post-secondary experience. There is likely to be front end time needed to support this position by the Senior Freshwater Specialist.

ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, 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.*)

Option 1: Create a permanent staff position (STO24/LSO2) to support the Technical Coordination function described in the Freshwater Sustainability Strategy.

Option 2: Not approve funding = lost opportunity to attract and retain qualified and trained staff in the future

Option 3: Limit the amount of time the Senior Freshwater Specialist allocates to current planning applications, public inquiries, and coordination with other agencies/governments to allow for appropriate amount of time for data management and advocacy for strategic freshwater programs.

CRITICAL SUCCESS FACTORS:
Co-op students tend to bring new ideas, new technologies, and other emerging knowledge from academia. They tend to be very receptive to handling a wide range of tasks; they may be unfamiliar with the complex organizational structure of the Islands Trust and detailed hydrogeology of the current projects. However, the co-op placement is an excellent learning opportunity, especially in this time of need of economic drivers and creative ways of undertaking Islands Trust strategic projects.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

Approve the funding as requested, as on-boarding a co-op student is a familiar process with the Islands Trust and will be informed by the success of the 2021 Watershed Ecosystems Technologist position.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative Analysis:

Less expensive and less risk than hiring a permanent staff member as a Technical Coordinator as per the Freshwater Sustainability Strategy.

Qualitative Analysis:

This position will help inform the future of the Technical Coordinator role in the Freshwater Sustainability Strategy at a significant cost saving from a permanent or temporary full staff member or a consultant. The benefit of coordination with academia goes beyond the position and tends to positive relationships with universities and can attract qualified employees in the future.

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 Freshwater Technical Coordinator position for Summer 2023

PROPOSED IMPLEMENTATION STRATEGY:

Following the establishment of a new Co-op Freshwater Technical Coordinator position for Summer 2023, the Senior Freshwater Specialist will assist the co-op student in orientation to the organization and will provide a two-week intensive workshop in the Freshwater Sustainability Strategy and then weekly meetings to track progress.

STAFF RESOURCING:

- Senior Freshwater Specialist will assist the co-op student in orientation to the organization (35 Hours)
- Provide a two-week intensive workshop in the Freshwater Sustainability Strategy (70 Hours)
- Weekly meetings to track progress (5 hours/wk).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- None

William Shulba, P.Geo, Senior Freshwater Specialist	August 18,2022
Initiator Name, Title	Date

Stefan Cermak, Director, Local Planning Services	August 19, 2022
Reviewed by Department Lead: Name, Title	Date

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Accepted by Management:** ☐ **YES** ☐ **NO**

Next steps:

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

Islands Trust 2023/24 Business Case Summaries to Financial Planning Committee

Islands Trust Conservancy Board Projects Business Case Summaries

Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project
Amount: *$10,000* (BIM contributes)
Sponsor: Islands Trust Conservancy Board

This project funding will support the Islands Trust Conservancy Board in providing capacity funding to First Nations to support their engagement in the early development of the 2026-2030 Islands Trust Conservancy Plan. The Islands Trust Conservancy Plan is a requirement of the Islands Trust Act and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets. First Nations need the opportunity to provide input on how the plan impacts Section 35 rights. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the Islands Trust Conservancy Plan will put the Islands Trust Conservancy Reconciliation Declaration into practice.

ISLANDS TRUST CONSERVANCY

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 25, 2022
From:	ITC Board	**Date Prepared:**	November 22, 2022
SUBJECT:	**ITC Budget Request**		

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

BACKGROUND: : Under Trust Council Policy 6.3.1, the Islands Trust Conservancy (ITC) Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations. The ITC Board discussed budget options at its July 13, 2022 meeting and passed the following resolution:

ITC-2022-034
It was MOVED and SECONDED,
that the ITC Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in October:

- Increases to the ITC budget to reflect the species at risk grant commitments, totaling $220,000;
- An increase to the property management budget of $4,650 to reflect new nature reserves[1];
- An increase to the travel budget of approximately $2,000 to accommodate additional increases to water taxi fees required to monitor and manage islands not serviced by ferries;
- An increase to the ITC legal budget of $7,000 to reflect anticipated costs of legal review and to return the budget to amounts consistent with previous years' budgets;
- Consideration of further increases to the property management budget to accommodate management planning needs for new nature reserves;
- Development of a business case for First Nations engagement associated with development of the ITC Five-Year Plan;
- Development of a business case in collaboration with Information Systems Management for property management software to replace the Islands Trust TAPIS system; and,
- Development of a business case in collaboration with Trust Area Services and Information Services for Contact Relationship Management (CRM) software and possible Content Management System (CMS) software to address inefficiencies in public communications management.[2]

[1] In October 2020, during its budget process, Islands Trust Conservancy Board approved a property management formula to guide its budget requests.
2 On November 2, 2022, staff advised the Executive Committee that staff believed that it would be advantageous and possible to proceed with the Contact Management Database Project in the 2022/23 fiscal year using funds allocated this year to bolster administrative services and the reconciliation budget. Accordingly, the business case has not advanced to Financial Planning Committee but the 2023/24 draft budget does include funding for ongoing software costs for the database.

At its October 4, 2022, the ITC Board reviewed a proposed budget and passed the following resolution:

> **ITC-2022-043**
> **It was MOVED and SECONDED,**
> that the Board approve the draft 2023/24 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2023/24 budget.

The budget as presented to the ITC Board is below as Table 1. Details of the budget request, are as initially requested by the ITC Board, with the following additional changes:

- Addition of $2,500 for contract services to assist with property monitoring administration;
- Reduction of subscription amounts to reflect the Island Trust Conservancy subscriptions more accurately;
- Addition of a memberships line to reflect memberships in WillPower and the Land Trust Alliance of BC;
- Increase to Board Honoraria to reflect likelihood of a full, six-person board; and,
- Increase to costs of mobile devices and travel for training to reflect increased market costs.

Table 1. Proposed Islands Trust Conservancy 2023/24 budget request.

	2022/23	2023/24			Increase/Decrease from 2022/23	
Description	**Approved Budget**	**Islands Trust contribution (tax requisition)**	**SAR grant contribution**	**TOTAL BUDGET**	**$ Change**	**% Change**
Salaries and Benefits *	620,899	577,635	110,661	**688,296**	67,397	10.9%
Communications	14,780	11,700	6,300	**18,000**	3,220	21.8%
Contract Services	0	2,500	0	**2,500**	2,500	100.0%
Subscriptions	1,000	400	0	**400**	-600	-60.0%
Memberships	0	1800	0	**1,800**	1,800	100.0%
Board Honoraria	6,600	7,000	0	**7,000**	400	6.1%
Board Meeting Expense	1,425	1,425	0	**1,425**	0	0.0%
Board Training and Conferences	1,600	1,600	0	**1,600**	0	0.0%
Property Management	137,780	102,430	57,500	**159,930**	22,150	16.1%
Conservation Planning and Land Securement	26,550	9,550	17,000	**26,550**	0	0.0%
Ecosystem Mapping	18,000	13,800	4,200	**18,000**	0	0.0%
Legal	13,000	20,000	0	**20,000**	7,000	53.8%
Mobile Devices	1,350	3,210	0	**3,210**	1,860	137.8%
Training and Conferences	4,200	4,200	0	**4,200**	0	0.0%
Travel for Training	2,200	2,500	0	**2,500**	300	13.6%
Travel	17,880	15,000	5,000	**20,000**	2,120	11.9%
Project: ITC Plan First Nations Engagement	0	10,000	0	**10,000**	10,000	100.0%
Summer Co-op Student	17,690	0	19,339	**19,339**	1,649	9.3%
TOTAL Direct ITC Costs	**884,954**	**784,750**	**220,000**	**1,004,750**	**119,796**	**13.5%**
Admin Allocation **	252,173	262,780	0	**262,780**	10,607	4.2%
TOTAL	**1,137,127**	**1,047,530**	**220,000**	**1,267,530**	**130,403**	**11.5%**
Funded by SAR monies ***	-205,000					
Total for Tax Requisition	**932,127**					

* Estimate of ITC salaries and benefits for draft budget 2023-24, assumes maximum wage increases under the BCGEU tentative agreement and will likely be adjusted/corrected during the budget process.
** Estimate of Admin Allocation is based on previous year's budget and will likely be adjusted/corrected during the budget process.
*** Budget amount listed for prior year is as per the approved budget. SAR funding for 2022/23 was increased to $238,500.

ATTACHMENT(S): Business Case: Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project

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

Prepared By: Kate Emmings, ITC Manager

Reviewed By/Date: **Clare Frater, Director, Trust Area Services/November 22, 2022**
Julia Mobbs, Director, Administrative Services/November 22, 2022

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title):

Islands Trust Conservancy Board

Business Area:

Islands Trust Conservancy

Name of Request:

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project - $10,000

Budget Source (select all that apply):

- ☐ **Specific Project Funding** (select all that apply)
  - ☐ Third Party Contractors
  - ☐ Staff Travel Expense
  - ☐ Staff Overtime Expense
  - ☐ New Staff Member – Temporary for project
  - ☐ Computer Hardware/Software
- ☐ **Furniture & Equipment**
- ☐ **Computer Hardware/Software/Supplies**
- ☐ **New Staff Resources** (see Staff Costing Tool)
  - ☐ **Permanent**
  - ☐ **Temporary**
    - Temp Duration: ___________________
- ■ **Other – please describe: _Capacity Funding: First Nations review and engagement, ITC Plan__**

Date of Funding Request Submission:	**Funding Required for (date range):**
October 4, 2022	**April 1, 2023 – March 31, 2024**

ISSUE/OPPORTUNITY:

Islands Trust Conservancy (ITC) will begin development of the 2026-2030 ITC Plan in 2024 and the ITC Board is seeking capacity funding to support First Nations engagement in the early development of the ITC Plan. The ITC Plan is a requirement of the *Islands Trust Act* and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets. First Nations need the opportunity to provide input on how the plan impacts Section 35 rights.

Many First Nations in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative. First Nations have also communicated the challenges inherent in the fast turnarounds required in engagement processes. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the ITC Plan will put the ITC Reconciliation Declaration into practice.

ITC Reconciliation Declaration

The Islands Trust Conservancy acknowledges that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial. We recognize that we are all intertwined in the ecosystems that are the lands, waters, culture, and ecology that embody this place.

The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea.

The Islands Trust Conservancy is committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.

June 16, 2019, on Lək̓ʷəŋən, METULIYE/Victoria, B.C.

Early and meaningful engagement of First Nations in development of the ITC Plan will address the following goals and objectives in the Regional Conservation Plan:

Goal 2: Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.

Objectives:
2.1 Amend or redraft policies, procedures, plans, document templates and reports to include acknowledgement and consideration of First Nations
2.4 In consultation with the Islands Trust, source funds and determine mechanisms to support First Nations collaboration (financial and capacity)

PROJECTED RESULTS/DELIVERABLES:

ITC Board anticipates that providing a long project timeline and capacity funding will encourage more First Nations to participate in development of the ITC Plan in a meaningful way. Added results may include:

1) An ITC Plan that incorporates First Nations input and meaningfully advances the ITC Reconciliation Declaration;
2) More robust relationships with First Nations, including establishment and growth of staff to staff and Board to Council relationships; and,
3) Improved understanding of First Nations wishes with respect to ITC policies and practices pertaining to land acquisition, disposal and management.

RISK ASSESSMENT:

Risk Factor	Mitigation
Low First Nations participation in ITC Plan engagement	ITC will extend the engagement period into 2024/25 and will request that any unspent funds carry forward into the next budget year, via resolution of the ITC Board, to continue First Nations engagement. In the event that there is low uptake from First Nations, ITC will include a description of engagement efforts in the briefing to the Minister and will do an evaluation of its work to engage First Nations to inform future efforts.
High First Nations participation in ITC Plan engagement	ITC will extend the engagement period into 2024/25 and will request additional capacity funding into 2024/25 as needed.
Staff vacancy: Islands Trust, Senior Intergovernmental Policy Advisor	Islands Trust currently has a vacancy for the position of Senior Intergovernmental Policy Advisor (SIPA). The SIPA acts as an important liaison for working with First Nations. Given that this position is currently unavailable for support, ITC Board anticipates needing to allocate additional ITC Manager time to support First Nations engagement.

Limited/no support from Provincial ministries (Municipal Affairs and Indigenous Relations and Reconciliation)	ITC may delay initiation of engagement if the relevant Provincial ministries are not available to provide guidance. Given that the ITC Plan requires approval from the Minister of Municipal Affairs (MAH), ITC anticipates that MAH will agree to work with the ITC on First Nations engagement. ITC will engage MAH early in the process to determine a reasonable timeline for MAH staff.

ALTERNATIVES CONSIDERED:

Option 1 Fully Funded First Nations Engagement ($10,000)
Option 1 provides the desired funding level and is recommended. This option shows significant commitment towards engagement of First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration.

Option 2: Reduced Funding for First Nations Engagement with top up as needed from regular ITC budget areas ($5,000)
ITC could proceed with early engagement of First Nations in the development of the ITC Plan with limited capacity funding. If there is significant uptake from First Nations, ITC could consider diverting funding from other program areas to support the initiative or could request additional funding from other units via a request to the Executive Committee. This option may result in decreased funding in other program areas or, if additional funding is unavailable, it may result in extended project timelines or reduced participation in the engagement process from First Nations.

Option 3: Status Quo
ITC proceeds with development of the 2026-2030 ITC Plan with early engagement of First Nations without capacity funding. This option is not preferred as it is anticipated that First Nations will have limited ability to participate and this may damage relationships and delay/jeopardize approval of a new Plan.

CRITICAL SUCCESS FACTORS:

The following factors are important to success. The most critical of these is factor 4, availability of ITC Manager time. In the event that the ITC Manager time is unexpectedly diverted to other needs, the project will need to be delayed. Other factors can be mitigated as described above in the risk assessment.

1) Support from Islands Trust Senior Intergovernmental Policy Advisor;
2) Engagement of Ministry of Municipal Affairs in development of First Nations communications;
3) Guidance from Ministry of Indigenous Relations and Reconciliation with respect to appropriate contacts with First Nations and engagement language; and,
4) Availability of ITC Manager time to manage the project.

RECOMMENDED OPTION:

Option 1 is recommended because it:

1) Shows meaningful commitment to the ITC Reconciliation Declaration; and,
2) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The recommended option will require a $10,000 budget commitment for 2023/24.

Qualitative Analysis:
The recommended option will yield qualitative benefits in the development of relationships with First Nations in the Islands Trust area. ITC hopes that this will lead to progress in Reconciliation, including improved policies on land acquisition/disposal and land management.

PURCHASING PROCEDURE:

ITC will offer a set amount for each First Nation for capacity funding (e.g. $1,500). This amount will be directly awarded to First Nations who are able to participate in engagement.

PROPOSED IMPLEMENTATION STRATEGY:

ITC will:

1) Develop an outreach strategy with support from Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation;
2) Send out invitations to First Nations to participate in engagement;
3) Coordinate meetings with First Nations staff and/or councils to share information about ITC and to learn about First Nations interests;
4) Synthesize First Nations input in a report for the ITC Board to assist in the development of the ITC Plan.

STAFF RESOURCING:

This initiative will be accomplished with existing staff resources. If the engagement is successful, it is anticipated that it will require approximately seventy hours of the ITC Manager time over the course of the 2023/24 fiscal year for project management and twenty hours each for the Trust Area Services Director, ITC Ecosystem Protection Specialist, Property Management Specialist, Covenant Management and Outreach Specialist and Species at Risk Program Coordinator. ITC Administrative Assistant support will also be required to manage correspondence and filing; this is anticipated at under ten hours over the course of the project. ITC would also benefit from support from the Islands Trust Senior Intergovernmental Policy Advisor (SIPA) should that position be filled and on-boarded prior to initiation of this project. ITC Manager will work with the Directory of TAS to determine appropriate time allocation of the SIPA. Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the Regional Conservation Plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

This engagement will be the first time ITC has communicated with First Nations so early in the development of the ITC Plan. ITC intends to collaborate with Islands Trust staff, Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation to seek their expertise.

Kate Emmings, Manager, Islands Trust Conservancy	September 27, 2022
Initiator Name, Title	Date
Clare Frater, Director, Trust Area Services	September 28, 2022
Reviewed by Department Lead: Name, Title	Date

REVIEWED BY ISLANDS TRUST CONSERVANCY (ITC) BOARD:	
Date received: October 4, 2022	**Accepted by ITC Board:** ■ **YES** ☐ **NO**

Next steps:

- If accepted by ITC Board:
  - the business case will be forwarded to FPC for review in October of each year.
  - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.

Islands Trust 2023/24 Business Case Summaries Not Advanced to Financial Planning Committee

Operational Initiatives

Building Footprint Layer Update in Mapping System
Amount: *$10,000* (BIM contributes)
Sponsor: Executive Committee

This project will result in updates to the five-year-old building footprint data in the Geographic Information System. Updating this data is important to local trust committees and Islands Trust Conservancy Board, providing detailed delineation of existing structures for use in conservation planning, landscape design, and development constraints assessment. Having accurate and current building footprint data provides the elected officials and board members the ability to make informed and timely decisions based on reliable evidence. A contractor will be hired to review air photos of the islands taken in 2020-2022 and to update the building footprint layer of the mapping system.

Bylaw Compliance and Enforcement Information Portal

Amount: *$96,595*
Sponsor: Executive Committee

This project funding will result in a bylaw compliance and enforcement public portal in the new Geographic Information System application (currently under development, funded by a $368,000 grant that did not cover this portion of the project). Development of this new portal will create a simpler, consistent user experience and reduce confusion by members of the public who are accessing property information. A new bylaw compliance and enforcement public portal will increase public transparency by offering the public new features such as the ability to track a bylaw compliance and enforcement files from submission to resolution. It will also offer staff improved software features and information tracking which will lead to better reports to local trust committees and Trust Council. Without the project, both the public and staff would need to access two different systems for property information and there would be staff inefficiencies associated with training, accessing and maintaining two different systems.

Electronic Records Management Improvements Project

Amount: *$15,000*
Sponsor: Executive Committee

This project funding will help the Islands Trust to develop a policy recommendation for Trust Council and a process for implementation of electronic records management, including budget estimates for consultants, contractors and software upgrades if required. Ultimately, over several years, the project will result in reduced work for staff to produce, file, store and destroy paper records, and savings for off-site rented warehouse space.

Staffing Requests

Administrative Coordinator

Amount: $75,250 first year, $90,000 subsequent years (BIM contributes)

Sponsor: Executive Committee

This new full-time administrative position is bring proposed in response to expanding workloads and new work that cannot be accommodated by existing staff who are already working at full-capacity. The position will have responsibility for development and redevelopment of procedures throughout the organization, maintenance of contact and referral information, administrative assistance for reconciliation activities, including protocol agreement development meetings and records management, administrative assistance to the new Governance Committee and a future Accessibility Committee. In addition to salary/benefit costs, the funding request also includes computer equipment, and training funds.

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title): Information Systems	**Budget Source** (select all that apply): ☒ **Specific Project Funding** (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ________
Business Area: Administrative Services	
Name of Request: Building Footprint Update: $10,000	
Date of Funding Request Submission: 10/23/2022	**Funding Required for (date range):** 01 May- 01 Sept 2023

ISSUE/OPPORTUNITY:
The Islands Trust contracted the development of a building footprint dataset in 2017. The acquisition involve photo interpretation/delineation of building footprints from pre 2016 orthophotos, meaning current reference dataset is now over 6 years out of date. Updating this data is important to Regional Planning, Local Trust Committees and Islands Trust Conservancy Board, providing detailed delineation of existing structures for use in conservation planning, landscape design, and development constraints assessment. A contractor will be hired to review previously acquired orthophotos from 2020-2022 and update the building footprint layer of the mapping system.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results continued use of outdated data.	**High** Medium Low	Fund Acquisition

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:
Maintain existing data.
This option does not address the expressed needs of Regional Planning or ITC.

Option 2 Acquire Up-To-Date Data
Contract out acquisition of updated data @ ~$10,000

CRITICAL SUCCESS FACTORS:
Funding of this initiative.

RECOMMENDED OPTION:
Staff recommend Option 2; Acquire Up-To-Date Data.
Both Regional Planning and ITC staff have indicated the value of this dataset in their workflows.

COST/BENEFIT ANALYSIS:
Data product incorporated into Regional Planning and ITC workflows to benefit…

- Improved conservation planning models, providing an updated measure of development pressure.
- Planning and Bylaw site review and development constraints assessment

PURCHASING PROCEDURE:
RFP

PROPOSED IMPLEMENTATION STRATEGY:
RFP with data delivery anticipated for end of summer 2023.

STAFF RESOURCING:
Staff will participate in procurement process (~10 hours).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
None.

Initiator Name, Title — Date

Reviewed by Department Lead: Name, Title — Date

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title): Information Systems; (Mark Van Bakel, Manager) Planning Services; (Stefan Cermak, Director) **Business Area:** Administrative Services Planning Services **Name of Request:** Bylaw Portal Licensing and Implementation $**96,595**	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☒ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: 10/4/2022	**Funding Required for (date range):** Fiscal 2023/24 - $96,5959 Every year afterwards - $5,000 maintenance

ISSUE/OPPORTUNITY:

The Islands Trust currently utilizes a legacy in house developed web application referred to as Trust Area Property Information System (TAPIS). TAPIS serves as the sole repository and management console for all Islands Trust land use information, including Bylaw records. The Islands trust first developed the software in 2003, with ongoing updates continuing till this day. This application, although central to Islands Trust information management, represents a series of technological challenges and limitations, including but not limited to; no online transaction capacity, no online application status tracking, limited integration of mapping, no online access from the field, and limited reporting capacity.

In 2022 the Islands Trust was awarded a Government of British Columbia "Local Government Development Approvals Program" (LGDAP) grant to assist in improving public service delivery. For the Islands Trust the grant will assist in improving Islands Trust Regional Planning service delivery through the implementation of CityView software, transitioning from the legacy TAPIS application to an industry standard software suite in support of development application approvals.

Bylaw Compliance and Enforcement (Bylaw) was originally included in the planned transition from TAPIS to CityView, but due to LGDAP grant restrictions this portion of the information system development application improvements. This proposal would fund the transition of Bylaw over to CityView, including a new information system and public accessible portal.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

The projected results/deliverables associated with this funding request include:

1) Implementation of Bylaw Ticketing Software Solution with all necessary licenses and support,
2) Integration with other 3rd party systems/applications (i.e. ESRI ArcGIS Portal and Islands Trust Finance System),
3) Data conversion and migration from existing systems as required,
4) Training and user documentation development and deliver for administrators and end users,

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results in solution that does not adequately meet organizational needs	**High**	• Fund Implementation

ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, 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.*)

Option 1 – Do nothing:

Maintain existing Bylaw Enforcement records management in TAPIS Info. This approach would see Bylaw isolated from Development Application records management, such that both Planners and Bylaw would need to access separate applications (CityView and TAPIS Info) in order to fully understand property related activities. This option would also limit Bylaw's ability to provide public access to ticket submissions and monitoring, as the current implementation of TAPIS Info does not support public access.

This option does not improved communication and efficiency opportunities for Islands Trust. Moreover, it would result in client confusion and negative experiences when going through the development application processes resulting from bylaw enforcement efforts.

Option 2 – Fund Bylaws integration into CityView:

Cost Summary

Software Licenses & Subscriptions	$23,825
Implementation Services	$37,475
Data Conversion	$10,800
Training	$7,257
Travel & expenses (billed on a cost recovery basis)	$11,520
CityView Annual Software Maintenance year 1	$5,718
Total	**$96,595**

This option greatly improves communication and efficiency opportunities for Islands Trust, and integrates Bylaw Enforcement data management with Regional Planning.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

Funding of this initiative. Consistent application software throughout all of the Planning Services department. Consistent customer experiences. Increased efficiencies and reporting mechanisms.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

- Information Systems and Planning Services recommend Option 2, integrating Bylaw case information management with development application information in CityView, and adding capacity for public facing portal for digitally cases tracking from submission to resolution.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Primary advantages include:

- Integration with development application information system.
- Public facing portal, providing means to digitally track Bylaw Enforcement cases from submission to resolution.

Additional efficiencies and expanded capacities include:

Improve access to information

- Give officers real-time access to case information in the field using CityView Mobile.
- Track code enforcement activities in a central database.
- Create a permanent case history that includes digital photos and other documentation related to a case.
- Relate code enforcement violations to any recorded location for exceptional visibility.
- Utilize intuitive mapping tools to create a spatial representation of case-related violations.

Improved Transparency

- Workflows guide users through the entire process from start to finish, including entering unlimited violations per case; hearings and appeals; and case disposition, ensuring that all case milestones are met.
- Organize inspection activities, generate daily inspections roster, including links to all case pertinent information for Inspectors to access at their desk or in the field in disconnected mode.

Ensure inspector accountability and reduce liability

- Quickly generate and attach professional, personalized correspondence that will be automatically added to the list of documents attached to the case.
- Automatically assign case activities to the responsible inspectors, and provide them with tools to assist them in managing their case workloads.

PURCHASING PROCEDURE:

This is a direct award, given the integration with development application information system.

PROPOSED IMPLEMENTATION STRATEGY:

Once we have approved budget proceed with implementation. Funding request includes training which would be done in conjunction with Planning Services training.

STAFF RESOURCING:

Staff will support requirements review (~20 hours) and implementation project management (~40 hours). Staff will require training for new software.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Bylaw management officers will be included in all relevant communication, and training provided as needed. Clients will be notified as system is implemented. Note that numerous local governments have taken advantage of the LGDAP grant funding opportunities and that the province will be managing province wide messaging.

Mark Van Bakel; Manager of Information Services	Sept. 20, 2022
Initiator Name, Title	Date
Stefan Cermak, Director of Planning Services	Sept. 26, 2022
Reviewed by Department Lead: Name, Title	Date

Budget Funding Request
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TO BE COMPLETED BY INITIATOR

Initiated by (name, title): David Marlor, Director, Legislative Services **Business Area:** Executive Office **Name of Request:** Electronic Records Management Improvements $**15,000**	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: 11/9/2022	**Funding Required for (date range): From April 2023** **$15,000 for FY 2023/24**

ISSUE/OPPORTUNITY:

The Islands Trust in the last several years updated its electronic filing system to mirror the paper filling system. This is intended to reduce work and improve ability to file electronically. It is also ultimately intended to become an Electronic Document Management system, eliminating the need to file paper copies. This would reduce workload, reduce space required to store paper files, including off-site rented warehouse space.

The next step is to develop relevant policy, improve electronic document security, develop procedures for document management, and determine those existing paper records that can be transferred into the electronic system.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

The projected results/deliverables associated with this funding request include:

1) A policy recommendation for Trust Council
2) A process for implementation of electronic records management, including budget estimates for consultants, contractors and software upgrades if required

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results in solution that does not adequately meet organizational needs	**High**	• Fund Implementation

ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, 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.*)

Option 1 – Status Quo with Incremental Improvements:

Maintain existing record management system with incremental improvements mostly in procedures. This will not improve the situation. It could also lead to degradation of the electronic system as robust procedures and policies will not be in place to ensure document integrity. Reliance on paper storage will continue to increase in cost, and in staff resources for filing and accessing the information.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

- Funded program to improve records management

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

- Develop a report with policy, procedures and options for transferring to an electronic paperless office, with robust systems in place to protect electronic documents.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Primary advantages include:

- Reduction in costs associated with off-site storage of paper files
- Reduction in staff costs involved in filing and retrieving paper files
- Reduction in costs associated with printing and storing documents.
- Improved efficiency by use of electronic records management

- Improved security of records with robust electronic document management system
- Roadmap including costs, timeline and options for becoming completely paperless.

PURCHASING PROCEDURE:

Contract services as per Procurement Policy.

PROPOSED IMPLEMENTATION STRATEGY:

This will allow initial implementation and follow-up to work done on this in 2022/23 fiscal year, to advance and improve records management.

STAFF RESOURCING:

Director, legislative services time to manage contract.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Communication with staff as necessary on changes to records management.

David Marlor, Director, Legislative Services	November 9, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Attachment 5 (1.)

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by **Russ Hotsenpiller,** **Chief Administrative Officer** **Business Area: Administration** **Name of Request:** **Administrative Coordinator** $75,250	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: September 29, 2022.	**Funding Required for (date range):** **$75,250** for Fiscal Year 2023/24 (June 1 to March 31) **$90,000** plus collective agreement increases for subsequent years

ISSUE/OPPORTUNITY:

Administration Coordinator (full-time)

There is a deficient of administrative support at the Islands Trust relative to Administrative, Trust Area Service and Planning core service delivery. Expanding workloads of these core service areas over the last decade including Reconciliation, declaration of a climate emergency, increased public engagement and outrage, water stewardship, provision of electronic meetings to/with the public, the creation of 2 new committees at the Islands Trust, increasing complexity of land use planning reporting, legislative changes, greater professional mobility/lack of staff experience, and generally rising performance expectations, have not been met with a corresponding increase in administrative support. Specifically, the position would address the following:

- *Increased processing of current applications, managing of changing applications processes (including managing provincial portal process changes)*
- *Increased land title filing duties*
- *Increased demand for managing file management issues*
- *Increased demand for managing an increasing complex database of First Nations and agency contacts, communications, and responses*
- *Increased demand for managing FOI and Ombudspersons requests*
- *Increased demand for assisting bylaw enforcement officers and other Victoria office administrators*
- *Increased demand for successional and cross duty training.*

1. This position would also increase the experience and responsibility level of administrative staff at the Islands Trust. The gap between the current administration classifications of Grid 9 and Grid 14 and respective management is too large. A senior administrative role at the mid Grid level will establish balance and ensure high level administrative practices are identified and implemented.

   In particular, this position would be responsible for the following:

   i. Development and redevelopment of standard operating procedures throughout the organization.

   ii. Oversight on office procedures throughout the organization.

   iii. Assistance to the Senior Intergovernmental Policy Advisor (SIPA) in developing and maintaining protocol agreements with First Nations and First Nation contact database development

   iv. Development and maintenance of a Trust-wide contact database program

   v. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future legislated Accessibility Committee

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified. Discuss the options that exist to mitigate identified risks)*

If this position is not supported the following outcomes are possible/likely:

a. Current administrative staff are overworked leading to increased sick days, stress and poor morale
b. Lack of staff retention;
c. Reduced efficiency within the organization in terms standardizing operations across the regional offices.

Requesting administrative staff to constantly take on new duties while continuing to perform existing duties is unrealistic and runs the risk of losing staff and/or a reduction in performance.

ALTERNATIVES CONSIDERED:

1. Fund and implement a new Administrative Coordinator position;
2. Not fund a new position and reallocate administrative needs based on situational analysis.
3. Contract out for services on an annual basis. Some version of this occurs already in terms of on call service assistance through the year. We could develop a more formal, casual administrative work pool, that is funded on an annual basis.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

Hire a new Administrative Coordinator that would:

1. Development and redevelopment of standard operating procedures throughout the organization.
2. Oversight on office procedures throughout the organization.
3. Assistance to the Senior Government Policy Advisor in developing and maintaining protocol agreements with First Nations and First Nation contact database development and First Nations records management
4. Development and maintenance of a Trust-wide contact database program
5. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future Accessibility Committee

Position would report to the Director, Legislative Services.

PURCHASING PROCEDURE:

As per collective agreement and hiring policy of the Islands Trust

PROPOSED IMPLEMENTATION STRATEGY:

To be initiated following passage of the budget in March 2023. Development of job profile, and submission for classification, then recruitment. Earliest possible hiring would be June 2023.

STAFF RESOURCING:

Discussion with Public Service Agency regarding job duties and classification: 20 hours
Preparation of duties and integration with Administration unit of Planning Services: 20 hours

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Ongoing discussions with administrative units and respective managers. This request represents a request by current administrative staff for assistance, as well as management assessment of current productivity.

Russ Hotsenpiller	September 29, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Islands Trust

REQUEST FOR DECISION

To:	**Financial Planning Committee**	**For the Meeting of:**	November 25, 2022
From:	**Director, Administrative Services**	**Date Prepared:**	November 20, 2022
SUBJECT:	**2023/24 Special Tax Requisitions**		

RECOMMENDATION:
That Financial Planning Committee recommend to Trust Council that the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154 be approved in concept, in the amount of $75,500, and that the project be put forward for public consultation.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: This resolution is consistent with policy.

1 **PURPOSE:**
To assist Financial Planning Committee (FPC) in forming recommendations to Trust Council (TC) on which Local Trust Committee (LTC) proposals should be funded by special property tax requisition(s).

2 BACKGROUND:
TC policy 6.3.2 Special Property Tax Requisition section 7 says:

"Financial Planning Committee makes recommendations to Trust Council regarding budget proposals made by LTCs, identifying:
- *Any that must be funded through a special property tax requisition pursuant to a Trust Council delegation bylaw (e.g. Bylaw 154).*
- *Any other LTC proposals that it recommends be funded through a special property tax requisition, rather than through inclusion in the general Islands Trust budget.*

Director of Local Planning Services provides additional information to Trust Council about LTC proposals, as needed."

A) The Salt Spring Island Local Trust Committee has submitted a request for the continued work of the Salt Spring Island Watershed Protection Alliance to be funded via special tax requisition of $75,500. The submission is made in accordance with section 2.0 of TC's policy on special tax requisitions, which reads:

"2.1 "Additional operations" of a LTC are those activities and programs that are deemed by the Islands Trust Council to be:
2.1.1 Programs or services not offered in all local trust areas;
2.1.2 Enhanced service levels that reflect unique demands or additional powers that Trust Council has delegated to a LTC by bylaw; and

2.1.3 Beyond the capacity of the base budget.

2.2 LTCs wishing to propose a specific "additional operation" must ascertain and develop a budget program request, to be presented for preliminary consideration by Trust Council in December of each year.

2.3 The proposed program or activity must be within the LTC's jurisdiction pursuant to the Islands Trust Act or be within powers delegated to it by Trust Council. Legal advice on that matter may be obtained in accordance with the Islands Trust Legal Advice Policy.

A business case describing the project and its intended outcomes is attached to this report. As this project relates to Trust Council-delegated authorities, it has historically been funded by special requisition and should continue to be funded as such if the project continues, based on Trust Council's policy, as outlined earlier.

B) Five LTCs have submitted six projects for funding consideration in the 2023/24 budget. Projects may be funded from the Trust's general budget, or via special property tax requisition. Evaluation criteria for determining project funding is outlined in policy section 3.1, as follows:

"3.1 The Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:
3.1.1 the program is considered to be a base service of the LTC;
3.1.2 the program is a scheduled official community plan review or land use bylaw update; and
3.1.3 the program has Trust-wide implications and benefits.

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

The Director of Planning Services can provide FPC and TC with assistance in determining if the six proposed LTC projects meet the criteria outlined in policy.

FPC may recommend to Trust Council that any LTC project be funded via special tax requisition rather than funded out of the general budget.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: No organizational impacts of funding projects via special requisition.

FINANCIAL: No impact to the general budget. Approving funding via special requisition leaves more room in the general budget for other organizational work to be funded. Special requisition funds received will pay be set aside to pay for the work of this project.

POLICY: No policy implications.

IMPLEMENTATION/COMMUNICATIONS: Recommending projects for funding via special requisition will require the LTC to engage with the community for feedback on the work to be completed. Feedback will be shared with TC in March to inform final project approval.

FIRST NATIONS: See attached LTC business cases for FN considerations on LTC projects. No implications on FN by funding work with special requisitions.

OTHER: None.

4 RELEVANT POLICY(S):
Trust Council policy 6.3.2 Special Property Tax Requisition

5 ATTACHMENT(S):

- Local Trust Committee Special Property Tax Requisitions Frequently Asked Questions
- Salt Spring Island Watershed Protection Alliance business case

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RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee recommend to Trust Council that the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154 be approved in concept, in the amount of $75,500, and that the project be put forward for public consultation.

Alternative(s):

1. That Financial Planning Committee recommend to Trust Council that the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154 be approved in concept, in the amount of $X, and that the project be put forward for public consultation.

2. That Financial Planning Committee recommend to Trust Council that the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154 not be approved.

3. That Financial Planning Committee recommend that [LTC project name here] be funded via special property tax requisition, in the amount of $X, and that the project be put forward to public consultation.

Prepared By: Director, Administrative Services

Reviewed By/Date: Director, Planning Services/November 21, 2022
Chief Administrative Officer/November 21, 2022

Local Trust Committee Special Property Tax Requisitions
Frequently Asked Questions

Islands Trust

WHAT IS A SPECIAL PROPERTY TAX REQUISITION?

Trust Council can approve a special property tax requisition for a local trust area to fund special initiatives taking place only in that particular local trust area. The tax is levied only on the property owners of that local trust area. The option to request special property tax requisition is available to all local trust committees.

The tax can be used when a local trust committee (LTC) wishes to take on a large initiative with local significance or additional operations. Although meant to support special projects, initiatives must still remain within the legislated jurisdiction of the Islands Trust, and be:

- a program or service not offered in all local trust areas;
- an enhanced service level that reflects a unique demand or additional power (authority) that Trust Council has delegated to an LTC by bylaw; and/or
- 'not included in the base budget.

HOW MUCH CAN A LOCAL TRUST COMMITTEE REQUEST?

There is no limit. Trust Council policy does set a minimum of $5,000 for any single special requisition.

DOES THERE HAVE TO BE PUBLIC CONSULTATION ABOUT PROPOSED SPECIAL TAX REQUISITIONS?

Yes. Trust Council policy requires that local trust committees ask the public for feedback in the relevant local trust area about the purpose and cost of the proposed special requisition. LTCs are obliged to advertise and promote that they are looking for feedback. Trust Council will consider any feedback received before it provides final approval or denial of a special requisition.

DOES EACH PROPERTY OWNER PAY THE SAME AMOUNT FOR A SPECIAL PROPERTY TAX?

Not necessarily. While the same tax rate for the requisition will be applied across the local trust area, the resulting dollar amount collected may be different for each property. The final amount is based on a number of factors, including tax rate, the type of property, and the assessed value of a property.

The Province collects the special requisition tax at the same time and in the same way as the general property tax levy that funds the Islands Trust.

CAN PROPERTY OWNERS “OPT OUT” IF THE INITIATIVE DOESN’T BENEFIT THEM DIRECTLY?

No. A special levy is requisitioned from all taxable properties on all islands within the local trust area in question. A single property or island cannot opt out of a special requisition.

Last updated: November 7, 2022

WHAT HAPPENS IF A LOCAL TRUST COMMITTEE DOESN'T SPEND THE REQUISITIONED FUNDS?

If any funds are unspent at the end of the fiscal year, they will be put into a special reserve fund for future use by the local trust committee. Unspent funds can only be used to complete the special project or initiative for which they were collected. In the event the project is complete, the funds can be used for other work of the local trust committee, with Trust Council's approval. The funds cannot go into the Islands Trust's general revenues.

WHAT ARE EXAMPLES OF SPECIAL TAX REQUISITIONS?

In 2013, the Islands Trust Council delegated certain coordination powers to the Salt Spring Island Local Trust Committee for the purposes of preserving and protecting water resources in the Salt Spring Island Local Trust Area. Each year since 2014, the Salt Spring Island Local Trust Committee has requested a special local tax requisition from the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island.

HOW IS A SPECIAL PROPERTY TAX LEVY DECIDED UPON?

- The local trust committee must submit a business case and detailed budget for the initiative to Trust Council's Financial Planning Committee by October 31st.
- At its November meeting, Financial Planning Committee will review whether the initiative meets the criteria for the special tax levy and will consider its recommendation to Trust Council.
- In December, Trust Council will consider whether to approve funding the initiative through the Islands Trust general budget for the following fiscal year.
    - If Trust Council decides the initiative is funded through the general budget, then there is no need for a special tax levy.
    - If Trust Council decides the initiative is not appropriate for support through the general budget but could funded be through a special tax levy, it is referred back to the local trust committee.
    - By the end of December, the local trust committee would need to pass a resolution to pursue a special property tax requisition.
    - The local trust committee will undertake public consultation on the proposed initiative during January and mid-February.
- Financial Planning Committee considers the public feedback on the special requisition at their February meeting and make a recommendation to Trust Council as to whether or not the initiative should be funded via special requisition.
- Trust Council considers the public feedback and Financial Planning Committee's recommendation when reviewing the draft budget at its March meeting.
- If Trust Council approves the special property tax requisition, it includes the special levy amount in the Islands Trust budget bylaw for the following fiscal year.

WHERE CAN I FIND ADDITIONAL INFORMATION?

For more detailed information please refer to Policy 6.3.2 – Special Property Tax Requisition.

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TO BE COMPLETED BY INITIATOR

Initiated by (name, title):
Salt Spring Island Local Trust Committee

Business Area:
Local Trust Committee Services:
Salt Spring Island Local Trust Committee.

Name of Request:
SSIWPA Coordination: $75,500

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

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

Temp Duration: ___________________

■ **Other – please describe:** _ Communications and education materials; Meeting costs

Date of Funding Request Submission: July 27, 2022

Funding Required for (date range): April 1, 2023 to March 31, 2024

ISSUE/OPPORTUNITY:
The Salt Spring Island Local Trust Committee (SS LTC) has been coordinating the Salt Spring Island Watershed Protection Alliance (SSIWPA) since 2013 using delegated authority from the Islands Trust Council (*Islands Trust Act*, Section 8(2)(b)) via Trust Council Bylaw No. 154. SSIWPA provides a forum within which to engage in multi-jurisdictional planning for the sustainability and protection of freshwater resources on Salt Spring Island.

PROJECTED RESULTS/DELIVERABLES:
Assuming that SSIWPA's 2023/24 workplan is generally consistent with that of fiscal 2022/23, the following costs are anticipated:

- Coordination of SSIWPA by third-party coordinator in 2023/24 fiscal year - $60,000
- Development and dissemination of education and communication materials related to freshwater and watershed protection on Salt Spring Island - $13,740
- Meeting Costs - $1,760
- **Total - $75,500**

RISK ASSESSMENT:

- SSIWPA is only a coordinating body – it has no regulatory function – it may only request the SS LTC or Trust Council to do something. Thus the risk is managing expectations. This is managed through communications which have evolved over numerous years and continues to be refined. Communications is part of the funding request.

ALTERNATIVES CONSIDERED:

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

   Trust Council Policy Special Property Tax Requisition Policy (6.3.2) states that the Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:
   - the program is considered to be a base service of the LTC;
   - the program is a scheduled official community plan review or land use bylaw update; and
   - the program has Trust-wide implications and benefits.

   If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.
   SSIWPA does not meet the above criteria. Therefore, it is unlikely that the Islands Trust Council would support SSIWPA as a general budget item and instead requires approval via a special property tax requisition.

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

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

3) **Terminate funding support for SSIWPA**

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

CRITICAL SUCCESS FACTORS: Ongoing coordination and communication regarding fresh water issues with the SS LTA. Agency and community organization commitment and participation.

RECOMMENDED OPTION:
That the FPC include a special property tax requisition of $75,500 to support the ongoing coordination of watershed and freshwater protection policies on Salt Spring Island.

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

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

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

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

PROPOSED IMPLEMENTATION STRATEGY:
Ongoing. No new implementation.

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

- *The Senior Freshwater Specialist is an active member of the technical working group – a committee of SSIWPA. This group involves an estimated 10 hours monthly (prep, attendance, follow up).*
- *An Island Planner or Planner 2 may be an active member of the SSIWPA steering committee. This involves an estimated 10 hours monthly (prep, attendance, follow up).*
- *An Island Planner &/or an RPM manages the SSIWPA Coordinator Contract. This involves an estimated 3 hours monthly (contract interpretation, editing, and renewal).*
- *Various administrative positions may process SSIWPA Coordinator or related requests (including finance and EDM filing). This involves an estimated 2 hours monthly.*

Staff time in total annually is estimated at: 300 hours.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
First Nations have been invited to participate. None have accepted the offer. The offer should be extended annually at minimum.

Salt Spring Island Local Trust Committee	July 27, 2022
Initiator Name, Title	Date

Stefan Cermak, Director of Planning Services	Sept. 19, 2022
Reviewed by Department Lead: Name, Title	Date

Islands Trust

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 25, 2022
From:	Trust Area Services	**Date Prepared:**	November 21, 2022
SUBJECT:	**2023/24 Budget Public Consultation Program**		

PURPOSE:
To advise Financial Planning Committee of plans for the 2023/24 budget consultation program.

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

Up until 2016, Islands Trust provided limited information to the public through the website on the draft budget. The opportunity for the public to provide input was advertised via one black and white ad in the Island Tides newspaper (no longer published) and through the Trust Council subscriber list. The public was encouraged to email or write in with their comments.

In 2019 and 2020, the background information was provided within the survey itself so the public can make direct connections between the background information and the questions. There was also an effort to ask questions relevant to strategic plan development and Trust Council committee projects. In 2020, the Trust introduced Facebook posts to promote the survey, which has resulted in a significant increase in responses. In 2022, the Trust held the first webinar about the budget process. Results of recent year consultation are as follows:

Budget Year Consulted On	Survey Responses	E-mail Responses
2022/23	1256	30
2021/22	941	12
2020/21	745	6
2019/20	178	37
2018/19	78	7
2017/18	66	0
2016/17	121	13
2015/16	0	35

Budget Consultation Timeline:

Using the draft budget for consultation that Trust Council approves in December 2022, staff will provide a draft survey to FPC in January 2023 for review. Staff will then amend and test the survey before launching the engagement process.

Staff will generate public awareness about the public engagement through print and social media advertising, subscriber notices, and a news release. Trustees will be encouraged to share budget engagement social media posts to their personal Facebook and Twitter accounts (if they have them), and to share to any of their email distribution lists

The online survey will be open for seventeen days. The deadline will be the same for those who wish to respond to the dedicated email address (budget@islandstrust.bc.ca). All communications will adhere to Freedom of Information and Protection of Privacy (FOIPP) legislation and all public facing documents will make mention of this.

All submissions through the survey or via email will be monitored as will any interactions regarding the budget engagement on the Islands Trust Twitter or Facebook accounts. Any questions received through this process that are not relevant to the budget process will be forwarded to other staff for response.

After the deadline, staff will compile all public input along with basic analysis for Financial Planning Committee and Trust Council's review. Staff will also prepare a briefing that highlights any overarching themes from respondents.

For more information, please refer to the attached Budget cycle graphic.

Budget engagement materials

On October 12, 2022 Financial Planning Committee approved draft 2023/24 Budget Public Consultation materials as amended but did not consider the draft survey. The approved 2023/24 budget consultation project charter suggests that FPC will receive updated engagement materials in November 2022. Staff have not yet drafted 2023-24 survey so have provided the 2022-2023 budget consultation survey as a reference for discussion. Staff plan to continue to use the same questions for 2023-24, but to also add demographic questions on housing (e.g. length of residence, rent or own, etc.) and demographics (e.g. age, gender, income, etc.). These questions were recommended for Islands Trust to use by ISL Engineering, a consulting firm, who consulted on the Islands 2050 public engagement process earlier this year.

Staff intend to improve the survey this year by including plain language summaries of proposed projects and will consider how to incorporate themes raised at the October Financial Planning Committee meeting including:

- emphasizing the distinction between Trust Council and Islands Trust Conservancy, especially in regards to the request to the Province to review Islands Trust,
- separating grant funding from property tax funding,
- identifying the value of all donations, ecosystem services, education and advocacy,
- providing clarity as to how Islands Trust considers public consultation,
- and, inclusion of a pie chart to show the portion of the budget for the "divisions" of Islands Trust, such as biodiversity/Islands Trust Conservancy, the federation/Trust Council, shared general administration, and planning services, such as, on the Fact Sheet Overview of the 2023 Metro Vancouver Budget.

Staff will prepare a draft survey for review by Financial Planning Committee in January 2023 (date determined at the November 25th FPC meeting).

2023/24 Budget Consultation Promotion:
Islands Trust will send out a news release through our subscriber notice list; and purchase ads in four weekly newspapers (Bowen Island Undercurrent, Driftwood, Gabriola Sounder and the Islands Grapevine), in eight monthly publications (Active Page, Hornby Tribune, Lasqueti Local, Mayneliner, Pender Post, Saturna Scribbler, The First Edition, The Flagstone), and one online publication (Salt Spring exchange. In addition, staff will directly e-mail non-profit and other island organizations to encourage them to advise their members of the opportunity to complete the survey. Staff will also undertake a social media campaign with at least three tweets and three Facebook posts..

Ahead of the survey launch, a webinar is also planned for mid-January. Last year, the Islands Trust Council Chair offered an Islands Trust overview, the Financial Planning Committee Chair offered a budget process overview, the Director of Administrative Services offered a presentation on budget highlights, and there was a moderated question and answer session with the three presenters and the Islands Trust Conservancy Chair. Staff recommend a similar approach this year but will ensure that promotion of the webinar makes clear that the Island Trust overview presentation will occur ahead of the budget process and highlights.

Investigating alternative budget engagement methods:
Financial Planning Committee has asked staff to research alternate budget engagement methods and provide options to FPC with cost estimates. Staff do not anticipate completing this work until May 2023.

ATTACHMENTS:

1. 2023-2024 Budget Public Consultation Project Charter (Approved at the August 2022 FPC Meeting)
2. 2022-2023 budget consultation survey
3. Budget cycle graphic

AVAILABLE OPTIONS:

1. Request changes to the planned budget consultation program.
   a. Please note: with the communications specialist position vacant, staff have limited capacity for major new work.

FOLLOW-UP:
Staff will place advertising in December for January publications and prepare other promotional materials. Staff will also prepare a draft survey for review by Financial Planning Committee in January 2023. Staff will respond to any other requests made by the Committee.

Prepared By: Gillian Nicol, Program Coordinator

Reviewed By/Date: Clare Frater, Director, Trust Area Services, November 22, 2022

2023/24—Budget Public Engagement Project Charter

Purpose

Develop a public engagement process for the 2023/24 draft budget that solicits budget feedback and educates the pubic about Islands Trust using compelling visuals, and a plain language survey.

Background

The Financial Planning Committee is responsible for the annual coordination of an effective budget process, which includes public engagement. This year, public engagement will be done through a survey, which will be promoted through social media, subscriber notifications, a webinar, newspapers, and partner organizations such as conservancies, homeowner associations, and service clubs such as chambers of commerce. The survey will include hyperlinks to relevant information, and budget charts and graphs.

Objectives

- Create engagement materials that are informative.
- Provide engagement opportunities that solicit public input on community priorities and service levels.
- Increase or maintain the number of people participating in the survey.
- Educate the public about the IT mandate
- Enhance accessibility by allowing people to participate in the survey online, by phone, or by mail

In Scope

- Review previous experiences
- Develop engagement materials
- Develop and implement a communications plan and associated collateral such as news releases, advertising, subscriber notices, social media posts, and accompanying graphics and text
- Survey
- Respond to questions that arise during the engagement
- Information webinar with moderated Q/A session

Out of Scope

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

Work plan Overview

Deliverable/Milestone	Date
Create engagement and advertising/marketing materials	September 1st —September 30th, 2022
FPC reviews draft communications plan and some draft engagement materials	October 12, 2022
FPC reviews updated draft engagement materials	November 30, 2022
Trust Council considers and possibly amends draft budget	December 6—8th, 2022
FPC reviews final draft engagement materials including changes to the survey that respond to any Dec changes	January XX, 2023
Launch 2023/24 budget engagement (after amending materials if required)	January XX, 2023
Host webinar	January XX, 2023
Close 2023/24 budget engagement process	February XX, 2023
Engagement input to FPC for consideration/forwarding to Trust Council	February XX, 2023
Trust Council reviews input and adopts 2023/24 budget	March XX—XX, 2023
Issue news release about 2023/24 adopted budget and update website	Friday or Monday after March Trust Council mtg, 2023

Project Team

Director, Trust Areas Services	Project Manager
Communications Specialist and Program Coordinator	Engagement content development, communications planning and implementation
Director, Administrative Services	Approve content and liaison with FPC

Budget

Budget Source: Communications budget

Item	Cost
Graphic design and advertising	$4,500.00
Webinar honoraria	$150.00
TOTAL	$4,650.00

Approved by:

Clare Frater, DTAS

Date: August 23rd, 2022

Endorsement: FPC

Date: August 31, 2022

Copy of Islands Trust 2022/23 Budget Survey

We Need Your Input!

Thank you for taking the time to complete our Budget 2022/23 survey. We value your input. Before you start, there are some things you need to know:

All correspondence and survey results on the draft budget are shared with Islands Trust's Financial Planning Committee. Financial Planning Committee considers public input when developing their budget recommendations to Islands Trust Council. Trust Council will also see all correspondence and survey results. If you would like to learn more about Islands Trust and its activities and accomplishments to date, consider reviewing our Annual Reports. 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 from March 8–10, 2022.

Budget Webinar:
January 27, 2022 @ 7:00 p.m.
Before you complete the survey you may wish to attend the webinar to hear an overview and ask questions. Participants are encouraged to submit questions in advance to budget@islandstrust.bc.ca.
Please register in advance. The webinar will be recorded and will be available on our website after the event.
Please subscribe for Events and Education updates via our website to get webinar updates.

Survey Closes:
Sunday, February 6th, 11:59 p.m.

Survey logistics:
The estimated time to read and complete the survey is 10 minutes.
Questions with an * at the beginning require an answer.

Anonymous Survey and Personal Information:
When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2022/23, may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

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

The Islands Trust will not collect, use, or disclose personal information using this SurveyMonkey survey. Please be aware, however, that IP addresses are collected by SurveyMonkey itself.

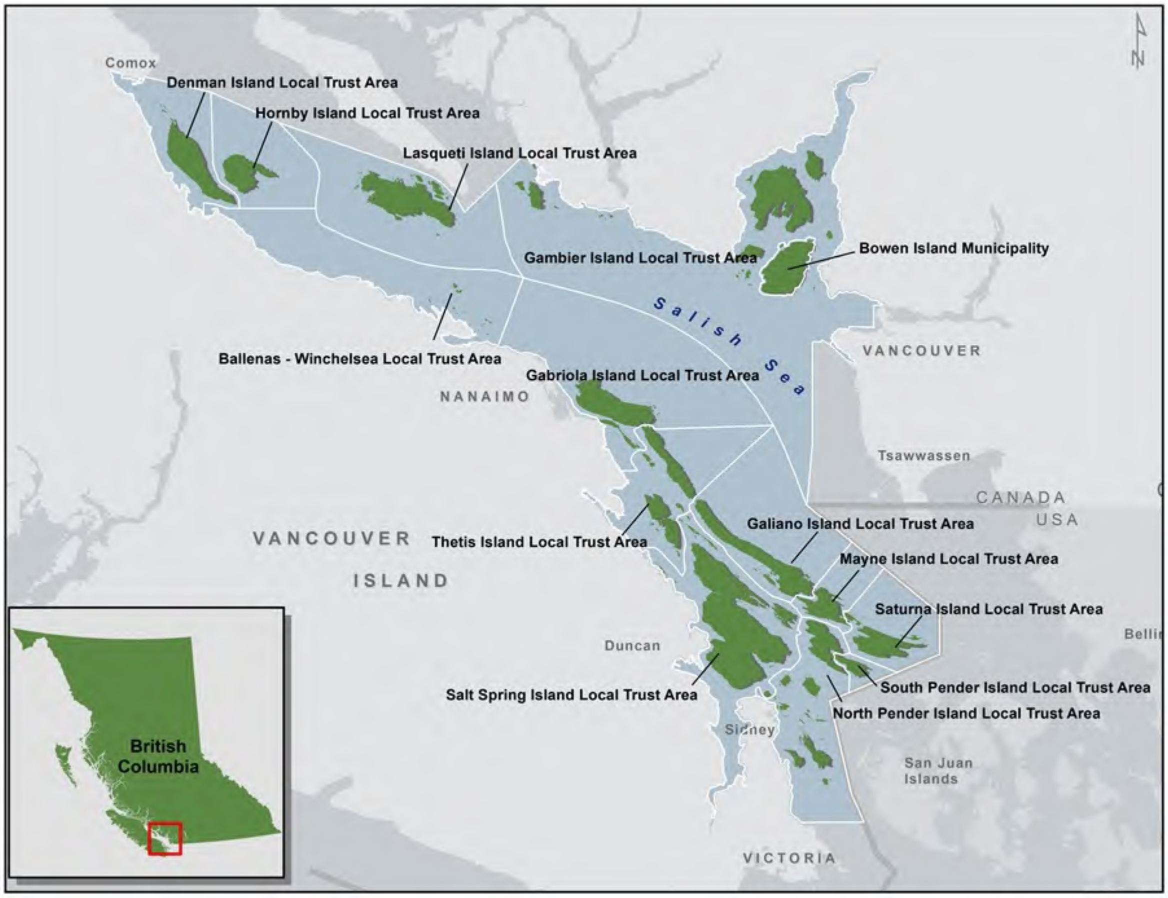
There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

* 1. **Tell us about yourself**

The Islands Trust Area occupies almost 5200 square kilometres within the Salish Sea.

What is your connection to the islands? Check as many as apply:

- ☐ I am a member of a First Nation within the Islands Trust Area
- ☐ I live adjacent to the region (e.g. On Vancouver Island or mainland BC)
- ☐ I am a part-time resident
- ☐ I am a visitor
- ☐ I am a full-time resident
- ☐ I do not wish to answer
- ☐ Other (Please explain):


Comox
Denman Island Local Trust Area
Hornby Island Local Trust Area
Lasqueti Island Local Trust Area
Gambier Island Local Trust Area
Bowen Island Municipality
Salish Sea
Ballenas - Winchelsea Local Trust Area
VANCOUVER
Gabriola Island Local Trust Area
NANAIMO
Tsawwassen
CANADA
USA
VANCOUVER
ISLAND
Thetis Island Local Trust Area
Galiano Island Local Trust Area
Mayne Island Local Trust Area
Saturna Island Local Trust Area
Duncan
Salt Spring Island Local Trust Area
South Pender Island Local Trust Area
North Pender Island Local Trust Area
Sidney
San Juan Islands
VICTORIA
British Columbia

* 2. The Islands Trust Area is made up of 13 local trust areas (LTA) and Bowen Island Municipality. Which one do you feel most connected with?

- ◯ Ballenas-Winchelsea Island LTA
- ◯ Bowen Island Municipality
- ◯ Denman Island LTA
- ◯ Gabriola Island LTA
- ◯ Galiano Island LTA
- ◯ Gambier Island LTA
- ◯ Hornby Island LTA
- ◯ Lasqueti Island LTA
- ◯ Mayne Island LTA
- ◯ North Pender Island LTA
- ◯ Salt Spring Island LTA
- ◯ Saturna Island LTA
- ◯ South Pender Island LTA
- ◯ Thetis Island LTA
- ◯ The entire Islands Trust Area
- ◯ Other (please specify)

Islands Trust

Copy of Islands Trust 2022/23 Budget Survey

Proposed 2022/23 Budget

Islands Trust works to preserve and protect over 450 islands in the Salish Sea and surrounding waters with First Nations, residents, property owners, and all British Columbians. Each year, the Islands Trust Council develops our budget in consultation with the people we serve.

In developing the proposed budget for 2022/23 ($9,283,000, excludes non-cash amortization), Islands Trust Council assumes that Islands Trust will maintain existing service levels and implement the 2018-2022 Strategic Plan. View a breakdown of the draft budget numbers here.

Islands Trust taxes are only a percentage of your total property tax bill. Please look at past annual property tax statements for the specific annual amounts.

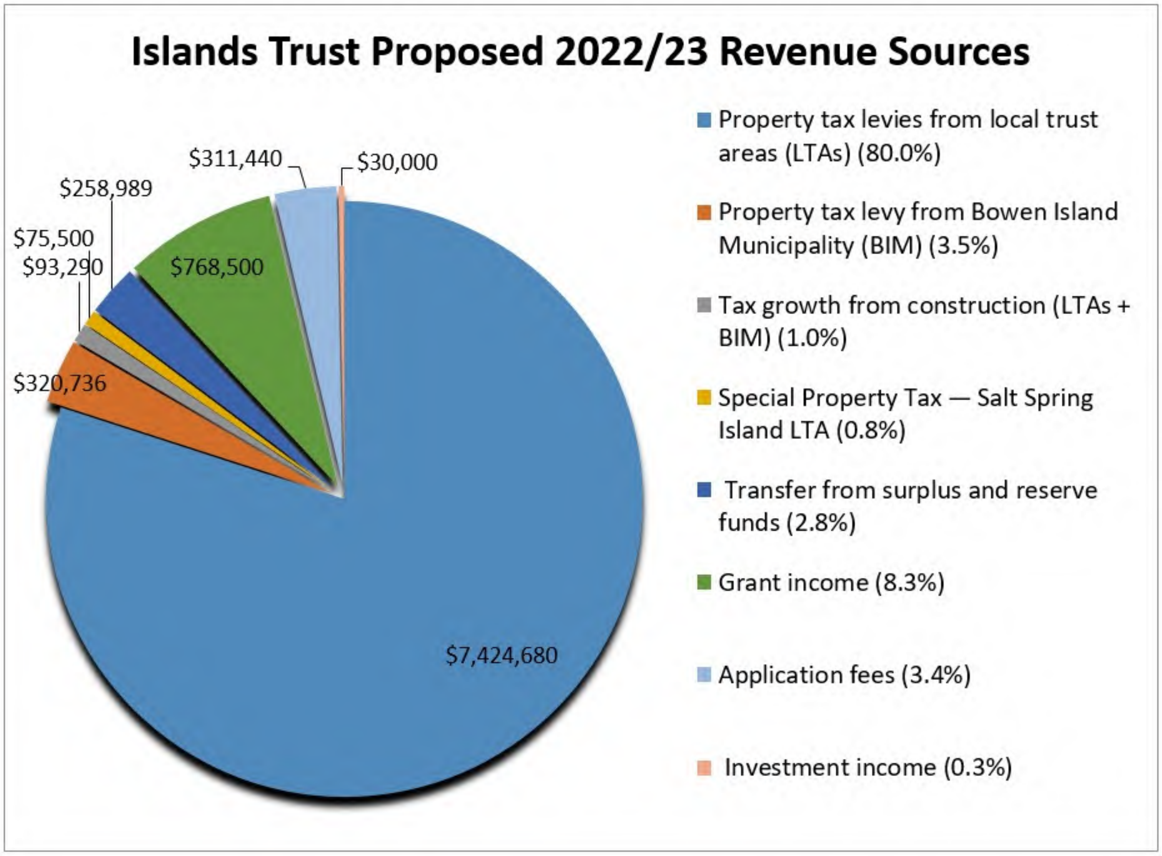
Please note that figures in this survey are rounded to the nearest thousand.

Revenue:

$7.4M property taxes:
- 6.1% increase ($435,000)
  - 4.88% increase to the existing local trust area tax base plus an additional
  - 1.25% tax revenue expected from new construction and development in local trust areas

$324,000 Bowen Island Municipal tax levy:
- 4.0% increase ($12,497)
  - 3.07% increase is to be levied against the existing tax base plus an additional
  - 0.95% tax levy expected from new development and construction in the Municipality

$769,000 in grants (increase of $197,500, 12%)
$311,000 in application fees (increase of $191,440, 160%)
$259,000 transfers from Island Trust surplus and reserve funds (reduction of $399,000, 61%)
$75,500 Salt Spring Island Local Trust Area special tax levy (no change)
$30,000 in investment and other income (reduction of $30,000, 50%)


Islands Trust Proposed 2022/23 Revenue Sources
$311,440
$30,000
$258,989
$75,500
$93,290
$768,500
$320,736
$7,424,680
Property tax levies from local trust areas (LTAs) (80.0%)
Property tax levy from Bowen Island Municipality (BIM) (3.5%)
Tax growth from construction (LTAs + BIM) (1.0%)
Special Property Tax — Salt Spring Island LTA (0.8%)
Transfer from surplus and reserve funds (2.8%)
Grant income (8.3%)
Application fees (3.4%)
Investment income (0.3%)

Expenditures:

Islands Trust preserves and protects the Trust Area through: environmentally sound land use planning, land protection through the Islands Trust Conservancy, and working locally and across agencies to collaborate, plan, and advocate on important matters in our jurisdiction. Actual historical spending trends help to inform the proposed budget.

Total value of the proposed 2022/23 budget is $9,283,000 which pays for operations, projects, and capital purchases (excludes non-cash amortization expense).

The proposed **operating** budget excluding non-cash amortization expense is $8,301,000, an increase of 4.1% ($337,000) from last year. This includes:

- $5,696,000 ($143,000 funded from grants) in staff salaries, benefits and training costs (increase of $132,000, 2%). This includes a proposed new part-time Conservancy fund development position ($52,000) to work with potential and existing donors and 2.0% staff wage increases per union agreements and the BC Public Service policies.
- $660,000 in office leases and associated costs and insurance (increase of $27,000, 4%)
- $605,000 in trustee remuneration and benefits (increase $15,000, 2%). Learn more.
- $265,000 for legal expenses (no change)
- $187,000 ($59,000 funded from grants) for Conservancy property management, conservation planning, land securement and ecosystem mapping (increase of $12,000, 9%)
- $192,000 in insurance expense (increase of $7,000, 4%)
- $141,000 in elections expenses
- $100,000 in technical support (increase of $12,000, 13%)
- $70,000 ($3,200 funded from grants) in communications costs (increase of $21,000, 42%)

The proposed **projects** budget is $912,000 ($375,000 funded from the grants), an increase of 3.4% ($30,000). There are $304,000 in proposed local trust committee projects, $235,000 in Strategic Plan projects, and $374,000 in proposed operational projects. These are listed lower in the survey.

The proposed **capital** budget is $71,000; (increase of $37,500, 113%), which includes:

- $ 15,000 to purchase computers for newly elected trustees (not returning trustees)
- $ 51,000 to replace end-of-life technology, and support hybrid public meetings

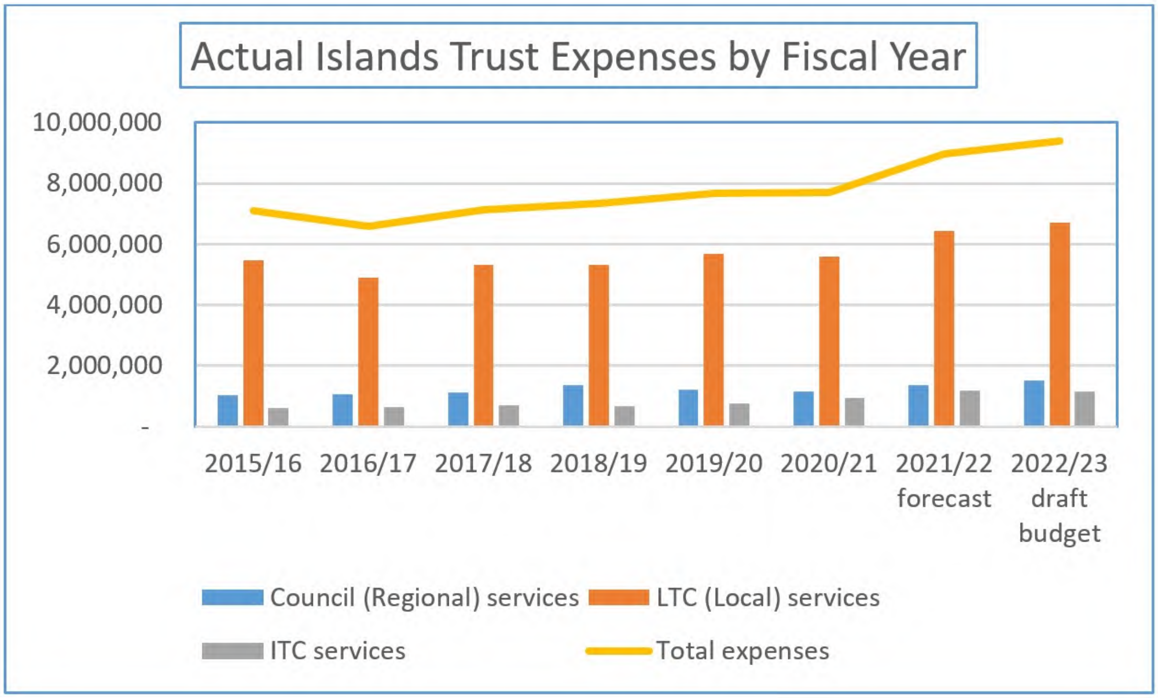
Annual percentage (%) change in property taxes (excludes Bowen Island Municipal levy[1]), approved budget expenditures, and actual expenditures since 2013/14.			
Fiscal Year (April 1 – March 31)	**% Property Tax Change** (excludes increase due to non-market factors)	**Approved Operating & Projects Budget Expenditures[2]** (excludes Capital)	**Actual Expenditures[3]**
2022/2023 (proposed)	4.88%	$9,401,010	NA
2021/2022	3.26%	$8,838,101	Year in Progress
2020/21	0%	$8,096,211	$7,707,867
2019/20	2%	$7,753,986	$7,672,619
2018/19	2%	$7,658,134	$7,339,845
2017/18	0%	$7,667,011	$7,131,865
2016/17	0%	$7,260,509	$6,588,536
2015/16	0%	$7,134,445	$7,092,373
2014/15	0%	$7,054,080	$6,835,277
2013/14	1.30%	$6,892,192	$6,500,914

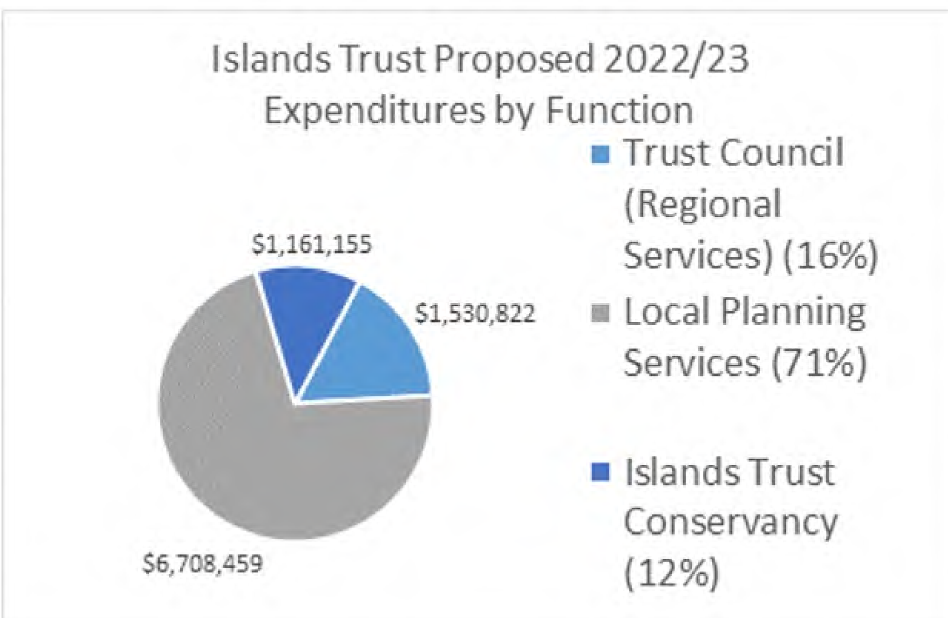
Property taxes are only one source of Trust revenue. Other revenue sources (grants, application fees, investment income, surplus funds) are not reflected in this table. As such, a direct comparison of expenditure changes versus property tax changes over time cannot be made from this table alone. It serves only to highlight key pieces of information deemed likely to be of greatest interest to the average reader. For more information: Islands Trust Approved Budget History document.

[1] Since 2013/14 Bowen Island Municipal levy has increased from $225,614 to $311,188 in 2021/22. The proposed levy for 2022/23 is $324,692. Bowen Island Municipality contributes to regional programs and Conservancy costs (not land use planning) based on their proportional share of Trust Area property values. Bowen Island taxpayers contribute to regional programs and Conservancy costs to almost the same extent as other island taxpayers.

[2] The operating and projects budget excludes purchases of tangible capital assets and includes amortization expense, which aligns with financial reporting for Actual Expenditures

[3] As reported in the annual audited financial statements


Actual Islands Trust Expenses by Fiscal Year
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22 forecast
2022/23 draft budget
Council (Regional) services
LTC (Local) services
ITC services
Total expenses


Islands Trust Proposed 2022/23 Expenditures by Function
$1,161,155
$1,530,822
$6,708,459
Trust Council (Regional Services) (16%)
Local Planning Services (71%)
Islands Trust Conservancy (12%)

* 3. **What budget principles do you support?**

- ◯ Add new programs/services or to improve existing services or programs
- ◯ Maintain existing services and programs at current levels
- ◯ Maintain existing services and programs with some areas increasing and other areas decreasing (if you select this option please explain your answer below)
- ◯ Reduce services and programs from current levels
- ◯ Don't know / other

Why did you make this choice?

Islands Trust

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Local Planning Services

In the Islands Trust Area, the focus of all land use planning is the preservation of the environment, cultural heritage, and community sustainability. Land use planning activities include:

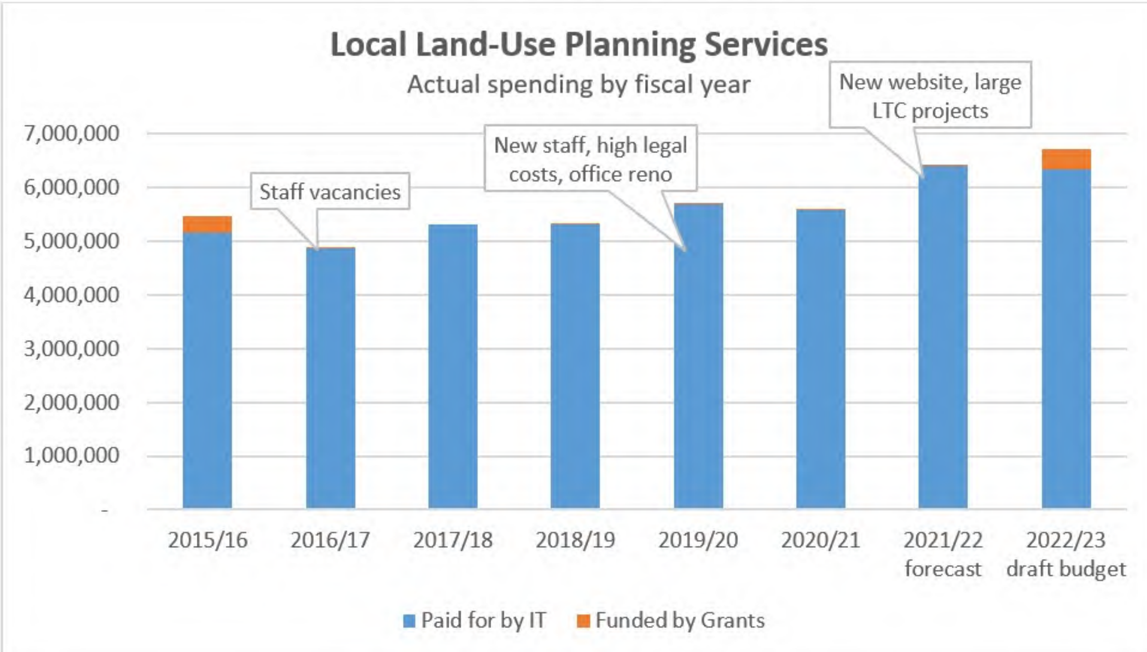
- Proactive land use planning (maintain and update 20 official community plans and 20 land use bylaws)
- Application processing (e.g. property rezonings, development permits, public hearings about proposed bylaws)
- Local trust committee meetings
- Community information meetings (e.g. land use planning issues, freshwater protection issues and options, climate change)
- Bylaw compliance and enforcement

In addition to routine regional operations, Trust Council plans to fund the following local trust committee projects for 2022/23:

- Hornby Island LTA: Official Community Plan Amendment Update - $15,000
- Gambier Island LTA: Official Community Plan Amendment Update - $17,000
- Denman Island LTA: Official Community Plan/ Land Use Bylaws Housing Review - $13,500
- Salt Spring Island LTA: Protection Coastal Douglas-fir Zone and Assoc. Ecosystems Protection Project - $3,200
- Salt Spring Island LTA: Ganges Village Project (phase 2) - $51,000
- Salt Spring Island LTA: Housing Action Program (phase 2) - $25,000
- Other local trust committee projects (to be allocated during the year) - $26,000

Trust Council also plans to fund the following operational project as a 100% grant-funded project:

- Development application processing improvement project - $367,000



4. Would you like to see funding for local land use planning services:

◯ Increased

◯ Stay the same

◯ Decreased

◯ I don't have an opinion

Islands Trust

Copy of Islands Trust 2022/23 Budget Survey

Regional Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. These include:

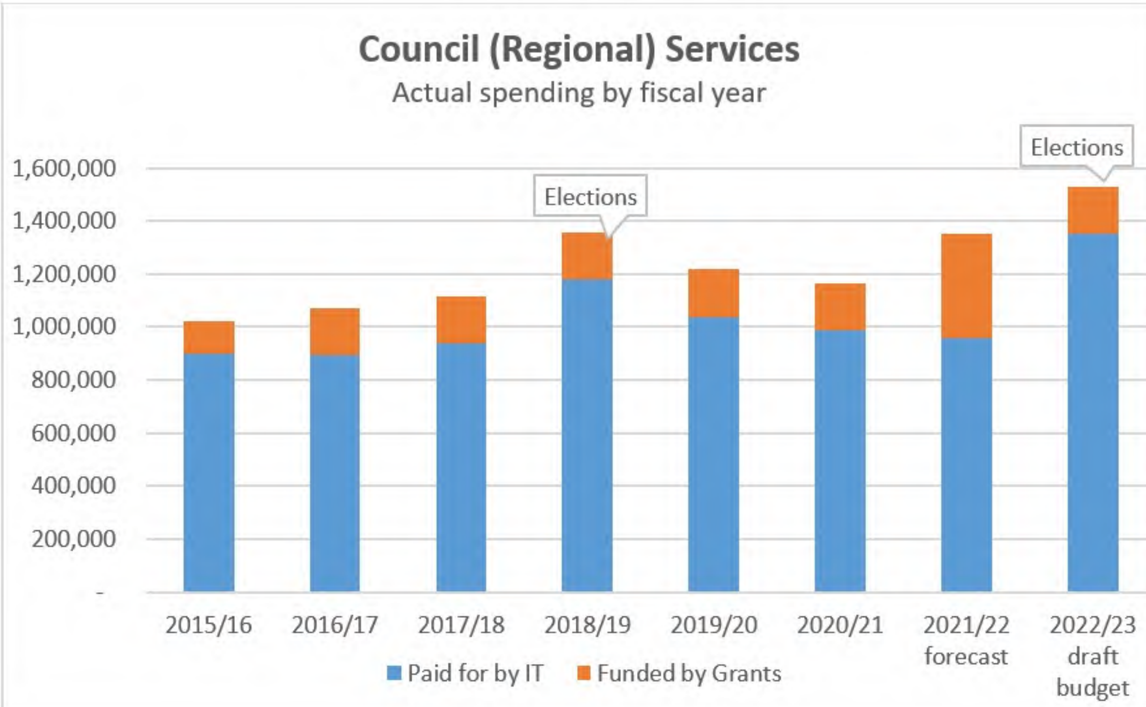
- Communications (e.g. website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- Legislative services (e.g. Freedom of Information requests)
- Advocacy (e.g. lobbying about topics such as marine shipping safety, climate action)
- Public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- Islands Trust Council meetings and Council committee meetings

In addition to routine regional operations, Trust Council plans to fund the following Strategic Plan projects in 2022/23:

- Reconciliation Action Plan - $ 17,000
- Policy Statement Amendment (Islands 2050) - $5,000
- Website Improvements - $15,000
- Model Bylaws (Affordable Housing) - $10,000
- Freshwater Strategy Communications - $6,000
- Groundwater Sustainability Science Program - $50,000
- Heritage Preservation Overlay & Model Bylaws (phase 2) - $74,000
- Climate Change Indicators - $25,000
- Stewardship Education Program - $17,500
- Secretariat Services - $15,000

Trust Council also plans to fund the following operational project:

- Electronic Document Management improvement - $6,500



* 5. Would you like to see funding for regional programs and services:

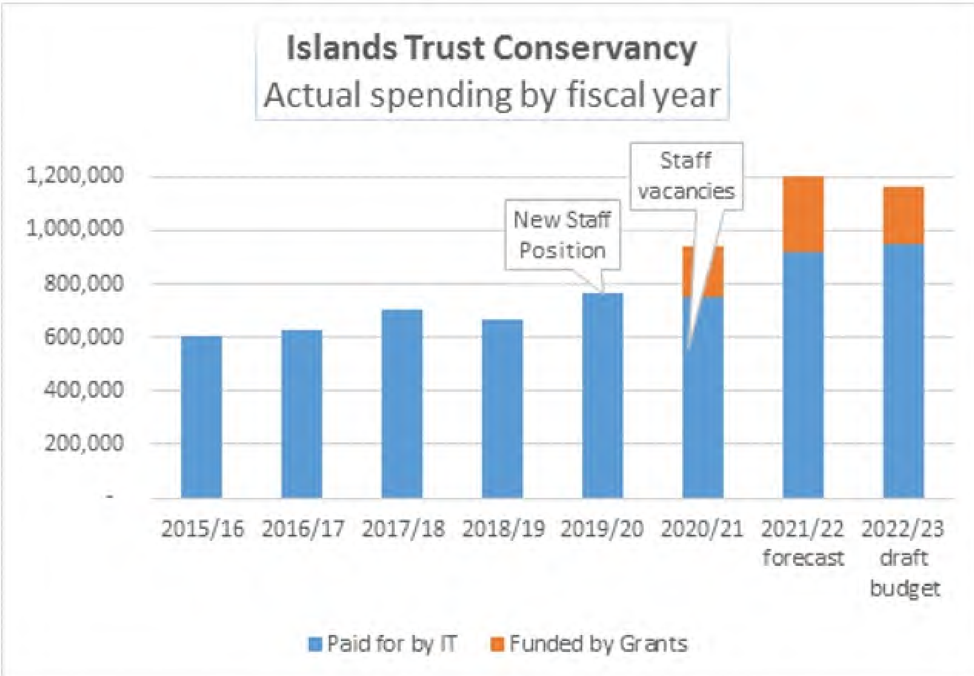
- ◯ Increased
- ◯ Stay the same
- ◯ Decreased
- ◯ I don't have an opinion

Islands Trust Conservancy

Ecosystems of the Islands Trust Area are among the most at risk in Canada and contain some of the highest levels of biodiversity in British Columbia. Islands Trust Conservancy (ITC) protects natural landscapes (1,364 hectares) across the region within 32 nature reserves and 79 conservation covenants.

Islands Trust Conservancy encourages land conservation through innovative programs that promote conservation covenants (voluntary agreements registered on a land title that protect natural features), establishment of nature reserves and other voluntary conservation initiatives. ITC's administration costs, including the costs of managing the 111 protected areas, are paid for through the Islands Trust budget.

Land purchases and covenants are generously funded through donations and grants. As of July 1st, 2021, ITC nature reserves had a combined BC Assessment Value of over $31 million. In 2022-23, Islands Trust Conservancy will also receive $213,500 in external funding for a Species at Risk Program through Environment and Climate Change Canada which is part of a three-year grant totalling $643,000. With more than 350 listed species at risk, and 72 ecosystems at risk in the Islands Trust region, the Islands Trust Conservancy has a strategic and focused program to help ensure their recovery.



* 6. Would you like to see funding for the Islands Trust Conservancy?

◯ Increased

◯ Stay the same

◯ Decreased

◯ I don't have an opinion

7. Local Planning Services/Regional Programs – Specific Services

With regards to local land use planning services and regional programs please indicate your preferences regarding the specific services below.

(If you selected Bowen Island as the region you are most connected with, please refrain from answering the first two questions as Bowen Island Municipality offers these services on Bowen Island instead of Islands Trust):

	Do less	Keep the same	Do more	Do none
Official Community Plan/Land Use Bylaw reviews	◯	◯	◯	◯
Land use application processing, responding to inquiries and referrals	◯	◯	◯	◯

Advocacy and coordination with other governments and decision-makers	◯	◯	◯	◯
Public engagement & communication (e.g. education, surveys, website updates, information products)	◯	◯	◯	◯
Mapping, scientific studies and data	◯	◯	◯	◯
Freshwater protection	◯	◯	◯	◯
Sensitive ecosystem protection	◯	◯	◯	◯
Shoreline and marine protection	◯	◯	◯	◯
Climate action (mitigation and adaptation)	◯	◯	◯	◯
Addressing housing equity and workforce housing shortages	◯	◯	◯	◯

Islands Trust

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Salt Spring Island Special Property Tax Requisition

A special property tax requisition is a way for the Islands Trust to fund a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

This special tax can be used when a local trust committee wishes to undertake a large initiative with local significance or to take on additional operations. Since 2014, the Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, the Salt Spring Island Watershed Protection Alliance to support work related to the preservation and protection of freshwater resources on Salt Spring Island.

Salt Spring Island Watershed Protection Alliance Backgrounder.

8. Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

- ◯ Yes
- ◯ No
- ◯ I don't know
- ◯ I don't have an opinion

Comments (optional):

9. The special property tax requisition is proposed to be $75,500 to fund the continued coordination of community, government and non-government organizations working together in 2022/23 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island. Is this amount:

- ◯ Too much
- ◯ Too little
- ◯ Just right
- ◯ I don't know
- ◯ I don't have an opinion

Comments (optional):

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* 10. **Tell Us More**

There are so many ways to communicate. We want to know what works best for you.

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

- ☐ Local newspaper
- ☐ Email
- ☐ Direct mail
- ☐ Islands Trust website
- ☐ Facebook
- ☐ Other (please specify)
- ☐ Twitter
- ☐ Online Community bulletin boards
- ☐ Meetings of the Local Trust Committee
- ☐ Meetings of Bowen Island Municipality

* 11. How did you hear about this survey?

- ☐ Community blog or website (non-Islands Trust)
- ☐ Email from Bowen Island Municipality
- ☐ Email from the Islands Trust
- ☐ Facebook
- ☐ Twitter
- ☐ Other social media
- ☐ Other (please specify)
- ☐ Islands Trust website
- ☐ Local trustee
- ☐ Newspaper advertisement
- ☐ Newspaper article
- ☐ Word of mouth

* 12. Please indicate your age

- ○ 12-24
- ○ 25-39
- ○ 40-59
- ○ 60-79
- ○ 80+
- ○ I don't wish to answer

13. Comments on your choices in this survey (optional):

14. Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.

Thank you for taking the Budget 2022/23 Survey!

Gathering input from the people we serve helps us to understand different viewpoints and make decisions that reflect them. Your contribution to the budget process is greatly appreciated!

Give Us Feedback Anytime
We're like to hear from you! Any time you'd like to give us feedback, go to: https://islandstrust.bc.ca/contact-us/share-your-views/

Stay Up-to-Date
Want to stay up-to-date with the Islands Trust? You can sign up for news and information at: https://islandstrust.bc.ca/subscribe/

BUDGET CYCLE

JULY & AUGUST

- Local Trust Committees (LTCs) & Trust Council (TC) review priorities for next year; staff prepare business cases for funding requests.
- Financial Planning Committee (FPC) reviews Budget Assumptions & Principles (BAP); FPC forwards to TC for review.

SEPTEMBER

- TC reviews BAP.
- Staff prepare business cases for new requests & review department budgets.
- First draft of the budget developed.

OCTOBER

- FPC reviews first draft of budget & business cases; proposes changes.
- FPC reviews budget consultation project charter & supporting documents.

NOVEMBER

- FPC reviews second draft of budget, updates BAP; forwards to TC for review.

DECEMBER

- TC reviews 2nd draft of budget & BAP; proposes changes.

JANUARY

- FPC reviews revised budget consultation survey.
- FPC reviews 3rd draft of budget; proposes changes.
- Communication with Bowen Island Municipality re: municipal tax requisition.
- Launch budget consultation engagement process.

FEBRUARY

- FPC review of public feedback & incorporate budget changes.
- FPC reviews final draft of budget (in. property tax requisition & BIM tax levy), BAP; FPC forward to TC for approval.
- LTCs proposing Special Tax Requisitions hold public consultation meetings.

MARCH

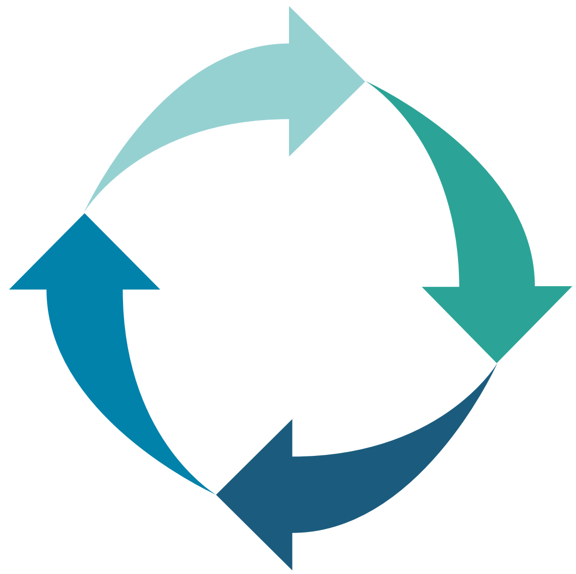
- TC reviews & approves final budget & Financial Plan Bylaw drafts.
- Staff forward Financial Plan Bylaw to Minister for approval.
- Budget posted to website.

APRIL

- Implementation of approved budget.

MAY

- Council committees review priorities & request business cases to be drafted.



Islands Trust

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	November 25, 2021
From:	Legislative Services	**Date Prepared:**	November 22, 2022
SUBJECT:	**Proposed Financial Planning Committee 2023 Meeting Schedule**		

RECOMMENDATION:

1. That Financial Planning Committee adopt the proposed meeting dates for the 2023 calendar year as presented.

2. That Financial Planning Committee direct staff to schedule all 2023 FPC meeting dates as electronic meetings.

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

1 PURPOSE:

1 To determine the 2023 meeting schedule for the Financial Planning Committee (FPC); and
2 To make decisions around meeting formats (electronic or in-person).

2 BACKGROUND:

Meeting Dates

Near the end of each calendar year, Financial Planning Committee determines the meeting dates for the next calendar year by way of resolution. Proposed meetings dates for the 2023 calendar year are as follows:

PROPOSED FPC DATE (Year 2023)	ASSOCIATED EC DATE (Year 2023)	TRUST COUNCIL DATES (Year 2023)	MAIN FPC TASKS
Wednesday, January 18			Review Draft 2023/24 Budget. Approve Budget Public Consultation.
Tuesday, February 14	February 22	March 7-9	Approve 2023/24 Budget Draft and supporting documents to send to Trust Council. Preliminary Audit Committee Meeting. Property Tax Insert Notice
Wednesday, May 31	June 14	June 27-29	Approve 2022/23 Audited Financial Statements. Audit Committee Meeting.

Wednesday, August 30	September 13	September 26-28	Review Budget Assumptions and Principles. Approve Allocated Financial Statements
Wednesday, October 18			Review 1st Draft of the 2024/25 Budget.
Wednesday, November 8	November 22	December 5-7	Approve 1st Draft of the 2024/25 Budget to forward to Trust Council.

Meeting Format

Staff are requesting that FPC determine as early as possible if they wish to continue with electronic meetings for 2023. Early decision making in this regard will help staff with meeting logistics and will inform budget planning for this area.

Electronic meetings create time savings for trustees who do not have to travel, time savings for staff in terms of travel and catering arrangements, generates several thousands of dollars in cost savings to the organization annually, and reduces corporate greenhouse gas emissions in alignment with Islands Trust values. In addition, fully electronic meetings tend to generate higher quality meeting recordings for future public viewings.

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

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

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

FINANCIAL:

No financial impact associated with setting meeting dates.

Selection of all electronic meetings for 2023 will generate a few thousand dollars in financial savings as well as reduced greenhouse gas emissions and time savings from reduced travel. The draft 2023/24 budget will be adjusted to reflect FPC decisions made related to this topic.

POLICY: None.

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

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

Trust Council Bylaw 101

Trust Council Policy 2.3.1 Council Committee System

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendations:

1 That Financial Planning Committee adopt the proposed meeting dates for the 2023 calendar year as presented.

2 That Financial Planning Committee direct staff to schedule all 2023 FPC meeting dates as electronic meetings.

Alternatives:

1. That Financial Planning Committee adopt the proposed meeting schedule for the 2023 calendar year with amendments [as directed].

2. That Financial Planning Committee direct staff to schedule only the 2023 FPC meeting dates of ________, ________, ________ as electronic meetings.

3. That Financial Planning Committee direct staff to schedule all the 2023 FPC meetings as in-person meetings.

Prepared By: Robert Barlow, Legislative Services Clerk

Reviewed By: Julia Mobbs, Director, Administrative Services

ISLANDS TRUST

FINANCIAL PLANNING COMMITTEE WORK PROGRAM

Priority	Activity	Received Date	Target Date	Responsibility
1st Priority High Level	**Description:** Budget 2023/24: Draft 2 Review **Activity:** Review Draft 2, version 1 of the 2023/24 budget on January 2023 Review Draft 2, version 2 of the 2023/24 budget on February 2023	25-Nov-2022	31-Mar-2023	
2nd Priority Medium Level	**Description:** Budget 2023/24 Public Consultation: Planning **Activity:** Discussion of the Public Consultation plan begins at FPC's August meeting each year. Review of planned consultation materials and engagement platforms will continue at FPC's January meeting prior to consultation initiation that same month.	01-Jun-2022	01-Jan-2023	
3rd Priority Low Level	**Description:** Financial Policy Review **Activity:** Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC : • 6.5.2 Budget Control and Adjustment Authority (EC directed) • 6.3.2 Special Property Tax Requisitions (TC directed) • 7.2.1 Trustee Remuneration (FPC directed)	16-Feb-2022	15-Jun-2023	