Financial Planning Committee
Revised Agenda

Date:	Wednesday, January 18, 2023
Time:	10:00 am - 3:00 pm
Location:	Electronic Zoom Meeting

Pages

1. CALL TO ORDER

2. COMMITTEE ELECTIONS & APPOINTMENTS

2.1 Election of FPC Chair and Vice Chair

Deferred from the November 25, 2022 meeting

As per the FPC Terms of Reference, the Chair will be elected by the Committee from amongst the three trustees appointed to Committee membership by the Chair of Trust Council, being Trustees Bernardo, Boland and Graham.

2.2 Appointment of the Audit Committee - RFD 4 - 5

That Financial Planning Committee appoint Trustees Bernardo, Boland, Evans, Graham, Scott, [add the Chair of the Regional Planning Committee here] to the Audit Committee for the 2022 to 2026 term.

3. AGENDA

3.1 Review of the Agenda

Late items, new items and re-ordering of the agenda

3.1.1 Budget revision proposal from Trustee Boland *6 - 7*

"Budget Revision Motion" and "Potential Savings" - added to agenda item 8.2.1

3.2 Approval of Agenda

4. PUBLIC COMMENT PERIOD

5. DELEGATIONS

None.

6. CORRESPONDENCE

6.1 **October 12, 2022 letter from Peter Grove, Chair of Previous Term's FPC to Chair of Current Term's FPC** 8 - 10

Deferred from November 25, 2022 meeting

7. **ADMINISTRATIVE COORDINATION**

7.1 **Draft Minutes of Previous Meetings**

7.1.1 **Financial Planning Committee Minutes of November 25, 2022** 11 - 20

For review and approval

7.2 **Resolutions Without Meeting**

None.

7.3 **Follow up Action List** 21 - 25

For review

8. **BUSINESS - WORK PROGRAM ITEMS**

8.1 **Changes to the Budget Since the Last Review - BRF** 26 - 29

8.2 **Budget 2023/23, Draft 2, Version 1**

8.2.1 **Draft budget 2023/24 Overview - BRF** 30 - 38

8.2.2 **Budget Numeric Detail** 39 - 46

8.2.3 **Surplus Funds Allocation** 47 - 47

8.2.4 **Strategic Plan Projects - Budget Requests** 48 - 66

8.2.5 **LTC Projects - Budget Requests and Feasibility** 67 - 100

8.2.6 **Operational Projects & Staffing - Budget Requests** 101 - 132

8.2.6.1 **Proposed Unfunded Business Case** 133 - 137

The attached proposal is not yet included in the draft budget due to timing of receipt of business case.

8.2.7 **ITC Board - Budget Request** 138 - 145

8.2.8 **Business Cases Not Advanced** 146 - 155

8.3 **Special Tax Requisition Request - RFD** 156 - 163

Included for information only, as part of a complete budget package. Trust Council has approved this project in concept and is being put forward to the public for consultation. No action required by FPC until consultation is completed.

8.4 **Budget Public Consultation - RFD** 164 - 191

9. **BUSINESS - NEW**

10. **NEXT MEETING**

Tuesday, February 14, 2023, from 10:30 a.m. to 3:00 p.m.

11. 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.

12. RISE AND REPORT

If desired.

13. ADJOURNMENT

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

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	January 18, 2023
From:	David Marlor, Director, Legislative Services	**Date Prepared:**	January 10, 2023

SUBJECT: **Appointment of the Audit Committee**

RECOMMENDATION:
That Financial Planning Committee appoint trustees Bernardo, Boland, Evans, Graham, Scott, [add the Chair of the Regional Planning Committee here] to the Audit Committee for the 2022 to 2026 term.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Appointments are consistent with Trust Council policy, and consistent with past practice of all trustees on the Financial Planning Committee (FPC), except the Executive Committee members, being on the Audit Committee.

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1 **PURPOSE:**
To appoint the Audit Committee.

2 BACKGROUND:
Section B.2.4 of Trust Council Policy 2.3.3 [Financial Planning Committee Terms of Reference] states that:

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.

Past practice has been that all members of the Financial Planning Committee, except those on the Executive Committee, form the Annual Audit Committee.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
There are no organizational implications of the recommendation.

FINANCIAL:
There are no financial implications of the recommendation.

POLICY:
Recommendation is consistent with Trust Council Policy 2.3.3 Financial Planning Committee Terms of Reference.

IMPLEMENTATION/COMMUNICATIONS:
Trustees who are not members of FPC and the public would be advised of the membership of the Annual Audit Committee through the minutes of the Financial Planning Committee.

FIRST NATIONS:
There are no First Nations implications of the recommendation.

OTHER:
There are no other implications of the recommendation.

4 RELEVANT POLICY:
Trust Council Policy 2.3.3 Financial Planning Committee Terms of Reference.

5 ATTACHMENT:
Trust Council Policy 2.3.3 Financial Planning Committee Terms of Reference.

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee appoint trustees Bernardo, Boland, Evans, Graham, Scott, [add the Chair of the Regional Planning Committee here] to the Audit Committee for the 2022 to 2026 term.

Alternative:
Trust Council policy allows Financial Planning Committee to determine the appointments to the Annual Audit Committee. Therefore, a subset of those names listed in the recommendation could be appointed.

Prepared By: David Marlor, Director, Legislative Services
Reviewed By/Date: Director, Administrative Services/January 10, 2023

Budget Revision January 18th 2023:

I move that FPC recommend to Trust Council, the following reductions to the January draft budget:

Items Funded by General Revenue Surplus Fund:

Reconciliation Action Plan Implementation:	$30,000	
History and Heritage Funding Grant in Aid:	$10000 (100 hrs)	
Policy Statement Amendment Project:	$50,000 (1100 hrs)	
Stewardship Education Program:	$20,000 (50 hrs)	
Secretariat Services:	$15,000 (100 hrs)	
Bookmark for Regional Planning Committee:	$50,000 (550 hrs)	
Funding for Governance Committee:	$15,000 (40 hrs)	
Total:	$190,000	(1940 hrs)

Items Funded by Taxes:

Meeting Administrator:	$65,700	
Administrative Coordinator:	$75,250	
Planning Services Admin Adjustment:	$33,000	
Freshwater - Co-op Student:	$21,993 (285hrs)	
Planning Staff - Co-op Student:	$22,000	
ITC Budget Request (ecosystem mapping):	$12,800	
Total:	$ 230,743	(285hrs)

Reduction in Tax required: reduction of 3.1% (based on 1% = $75K)

Page in FPC Agenda Jan 2023	Notes	Name	Business Area	Source	Proposed Reduction	Staff Hours Associated	Staff Resource	Notes re staff hours
38	Pause until Senior Policy Advisor position is filled and this implementation plan can be created.	Reconciliation Action Plan Implementation		GR Surplus	30000		TAS	Fulltime Senior Policy Advisor
37	Suspend and redeploy the staff hours.	History and Heritage Funding Grant in Aid		GR Surplus	10000	100		
48	Further action to be determined by Trustees.	Policy Statement Amendment Project	Trust Council - Trust Area Services	GR Surplus	50000	1100	TAS	Fulltime Senior Policy Advisor
53	Suspend. Stabilise the (existing) communications position. Redeploy resources released by suspended activities. Consider delivering this program digitally with existing materials.	Stewardship Education Program	Trust Programs Committee	GR Surplus	20000	50	TAS	50 hours of Program Coordinator.
62	IT is short of resources to manage meetings and general administration. Pause. Redeploy resources released by suspended activities.	Secretariat Services	Trust Council - Trust Area Services	GR Surplus	15000	100	TAS	100 hours Program coordinator
56	Business Case for Freshwater Communications portal considered. ($50K and .5FTE) No business case for other activities of Regional Planning Committee.	Bookmark for Regional Planning Committee	Regional Planning	GR Surplus	50000	550	Regional Planning	estimated .5FTE
61	No external experts required for the moment. If legal advice is required the regular budget can be used.	Funding for Governance Committee		GR Surplus	15000	40	TAS	
111	This resource is requested to manage live meetings for LTAS. Suspend and deploy staff hours (TAS and LPS) released by suspended programs. Consider the positive impact of filling positions which are currntly vacant.	Meeting Administrator (Fulltime)	Legislative Services serving Local Trust Committee Services	Taxes	65700			
119	This resource is requested for increased admininistrative support. Suspend and deploy staff hours (TAS and LPS) released by suspended programs. Consider the positive impact of filling positions which are currntly vacant.	Administrative Coordinator	Administration	Taxes	75250			
123	A challenge to support this year due the financial situation. (6 staff involved. To what degree has this been discussed with the staff affected?)	Planning Services Admin Adjustment	Planning Services	Taxes	33000		Regional Planners and Freshwater Specialist	
127	Focus on using existing staff resources for all activities. (est. 285 hours of senior staff time in addition) Not supported until vacancies are resolved and staff hours ((TAS and LPS)) released by suspended programs are deployed.	Freshwater Technical Coordinator - Co-op Student	Local Planning Services	Taxes	21993	285	Freshwater Specialist	on-boarding, planning workshop etc
	Focus on using existing staff resources for all activities. Deploy staff hours ((TAS and LPS)) released by suspended programs.	Planning Staff - Co-op Student	Local Planning Services	Taxes	22000			
138	Reduce by $12800 Ecosystem mapping ($18000) partially funded by Species at Risk (SAR) grant ($5200) (Is co-op student ($19399) funded by SAR grant ?)	ITC Budget Request	ITC	Taxes	12800			
				TOTAL (savings)	**420743**	**2225**		
						Staff Hours (savings)	**Tax Reduction based on 1% = $75K**	
				Surplus (savings)	**190000**	**1940**		
				Taxes (savings)	**230743**	**285**	**3.1**	

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
Minutes of Regular Meeting

Date of Meeting: **November 25, 2022**
Location: **Electronic Meeting**

Members Present:
Joe Bernardo, Local Trustee
Mairead Boland, Local Trustee
Tobi Elliott, Executive Committee Representative
David Graham, Local Trustee
Peter Luckham, Executive Committee Representative
David Maude, Executive Committee Representative
Tim Peterson, Executive Committee Representative
Grant Scott, Islands Trust Conservancy Board Representative

Members Absent: The Trust Programs Committee Representative and the Regional Planning Committee Representative had not been appointed as of the date of the meeting

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

Others Present: No member of the public was present.

1. CALL TO ORDER

In the absence of an elected Committee Chair, Director Marlor called the meeting to order at 10:01 a.m.

2. ELECTION OF FPC CHAIR AND VICE CHAIR

The Committee deferred the election of Chair and Vice Chair until after the representatives from the Trust Programs Committee (TPC) and the Regional Planning Committee (RPC) have been appointed to the Financial Planning Committee (FPC).

Trustee Peterson was nominated and accepted to stand for election to interim Chair for the purposes of conducting the current meeting, and was acclaimed to the position.

3. AGENDA

3.1 Review of the Agenda

The following material was presented for consideration as late items:

- Request For Decision (RFD) from Trustee Yates to Trust Council (TC) for the December 6 TC meeting in regards to In-person TC Meetings in 2023/24.

  By general consent the Committee added the RFD from Trustee Yates as agenda item 9.3.6

- RFD from the Executive Committee (EC) to FPC, dated November 25, 2022, in regards to EC 2023/24 budget recommendation changes.

  By general consent the Committee added the RFD from EC as agenda item 9.3.7

- A notice of motion from Trustee Boland:
  "That FPC recommends to Trust Council that the 2023/24 budget be constrained to last year's budget plus an increase in line with inflation (6.4% as of October 2022)."

  Staff advised the Committee that the motion from Trustee Boland can be presented during the budget discussion.

3.2 Approval of Agenda

By general consent the Committee approved the agenda as amended.

4. COMMITTEE ORIENTATION

4.1 FPC Terms of Reference

Director Marlor reviewed highlights of TC Policy 2.3.3, FPC Terms of Reference.

4.2 Committee Toolkit

Director Marlor reviewed the Council Committee Toolkit

4.3 Meeting Orientation

Director Marlor provided orientation on public meetings, discussing quorum, getting items on the agenda, meeting etiquette, making motions, rules of order, and open versus closed meetings.

The Committee commented on the challenge of identifying if a trustee who does not vote on a motion in an electronic meeting is absent from the meeting or is abstaining from the vote, if their camera is not turned on.

5. PUBLIC COMMENT PERIOD

No members of the public were present.

6. DELEGATIONS

None.

7. CORRESPONDENCE

7.1 October 12, 2022 Letter from Outgoing FPC Chair

Director Mobbs indicated that the letter is addressed to the current term FPC Chair but is useful for all FPC members.

FPC-2022-039
It was MOVED and SECONDED,
that agenda item 7.1, Letter from Outgoing FPC Chair, be added to the next Financial Planning Committee meeting's agenda.

CARRIED

8. ADMINISTRATIVE COORDINATION

8.1 Draft Minutes of Previous Meeting

There were no draft minutes to review as the previous meeting's minutes were approved by the out-going FPC before the end of the term.

8.2 Resolutions Without Meeting

8.2.1 FPC RWM 2022-01: Reschedule Meeting of November 30, 2022 to November 25, 2022

Provided for information

8.2.2 FPC RWM 2022-02: Adopt Draft Minutes of October 12, 2022

Provided for information

8.3 Follow up Action List

Director Mobbs spoke to in-progress items assigned to her role, indicating the planned timeline for various policy review activities to take place in the coming year.

CAO Hotsenpiller spoke to the item on Cost Recovery Options for Building Permit Reviews, indicating it will need to be discussed more fully with the new FPC when further work has been completed.

Director Frater spoke to the planned work on advocating for legislative change to support a revised distribution special property tax requisitions within a Trust Area, indicating that the current target date for reporting on this work is the February FPC meeting.

Director Frater also spoke to the draft survey for the Budget 2023/24 public consultation (erroneously indicated as "completed" in the FUAL), indicating that current election year budget cycle timelines did not allow for the development of the survey to be presented for the current meeting. It will be provided at the next FPC meeting.

9. BUSINESS – WORK PROGRAM ITEMS

9.1 Q2 September 30 Financial Report - RFD

Finance Officer Roggers introduced the RFD, indicating that 47% of the budget has been spent as of half way through the fiscal year. Committee discussion included:

- The Communications Specialist hiring competition is underway and staff are working on reviewing the applications.
- The Senior Intergovernmental Policy Advisor hiring competition will be posted soon.
- Whether or not there are opportunities to reduce legal expenses which include legal opinions and litigation. It was noted that there is a full review of litigation files in In Camera TC meetings; litigation is mostly triggered by Local Trust Committee land use decisions; and that there is much deviation of expense amounts from year to year.

FPC-2022-040
It was MOVED and SECONDED,
that Financial Planning Committee forward the 'Q2 Financial Report to September 30, 2022' to Trust Council for approval.

During debate the Committee asked whether the language "for approval" is accurate or should be "for review". It was noted that TC is the body that approves this report and therefore it is accurate to forward the report "for approval" as it does not mean "must approve" but rather it means that TC will review the report and approve if they are satisfied with the report.

The question on the motion was then called.

CARRIED

9.2 Q2 Financial Forecast - Briefing

Finance Officer Roggers presented the briefing, indicating that historically this forecast is provided to TC for information.

Committee discussion included how funds allocated but not spent are managed.

FPC-2022-041
It was MOVED and SECONDED,
that Financial Planning Committee forward the Q2 Financial Forecast to Trust Council for information.

CARRIED

9.3 2023/24 Budget for Trust Council

9.3.1 Budget Session Outline

Director Mobbs introduced the item, indicating that the Outline is similar to what has been provided in previous years.

9.3.2 Budget Assumptions and Principles (BAP)

Director Mobbs presented the BAP document, stating that it was approved by TC in September and subsequently used as a guide in preparing the draft budget.

The Committee asked for the rationale in the recent addition of items 14, First Nations Engagement and Reconciliation and 15, Engagement and Communication. CAO Hotsenpiller indicated that as Islands Trust was initially learning new ways of engaging with First Nations, there was no referral funding built into previous budgets, and some First Nations are now developing cost recovery programs for all the referrals and enquiries that they are receiving. Including these items in the BAP allows for full cost accounting. He also indicated that the Policy Statement Amendment Project underlined the need for funding to support such major projects to be built into the budget.

The Committee asked whether elements of the Financial Plan approved in March could be included in the BAP to be used as a "target" to help guide FPC in developing a draft budget for the following year. Staff indicated that TC can include any assumption or principle that they wish to embrace in the following fiscal year.

Committee recessed at 11:53 a.m. and returned at 12:26 p.m.

9.3.3 Draft 2023/24 Budget Overview – Briefing

Director Mobbs presented the briefing. Committee discussion included:

- Insurance:
  - Premium costs are substantial because the insurance market has hardened.
  - Insurance coverage is purchased primarily for potential litigation taken against IT in regards to land use decisions and bylaw enforcement.
  - Litigation expenses can fluctuate widely from year to year.

  - Islands Trust typically wins those litigation cases but is awarded only 10% of costs.
  - The possibility of self-insurance does exist.
  - A project to explore self-insurance with the Municipal Insurance Association of British Columbia is not completed.
  - TC would need to assess their risk tolerance in exploring options for self-insurance.
- The surplus/reserve funds can be used for greater than normal legal costs and all draws from surplus/reserve funds need TC approval.
- FPC sets timelines in August of each year for business cases to be submitted and first reviews the business cases in October. As well, a committee can submit a business case at any point in the business cycle.
- The amounts indicated for Secretariat Services need to be corrected.

Trustee Scott left the meeting at 1:20 p.m.

- The budget public engagement survey results are received two weeks prior to the TC making a final decision in regards to the budget.
- The role that FPC plays in drafting a proposed budget that is sent to TC for their review, amendment, and approval.
- The RPC placeholder (no individual business cases) in the draft budget of $100,000 and 400 hours of staff time is a result of the outgoing RPC wanting to leave decisions about priorities to the new-term RPC which had not been established at the time of budget request drafting.
- Useful information to support FPC decisions in developing a draft budget include the identification of:
  - discretionary and non-discretionary expenses;
  - projects that benefit more than one LTC.
- There is an inherent challenge of central budgeting as each LTC creates their own Official Community Plans, Land Use Bylaws and projects.
- The total cost of all LTC projects accounts for about 6% of a budget increase so, as the draft budget increase is 10%, removing all LTC projects would leave a budget increase of about 4%.

9.3.4 Business Cases Not Advanced

This agenda item was included in the agenda for information but was not reviewed at the meeting.

The Committee then addressed item 9.3.6 and 9.3.7 prior to 9.3.5.

9.3.6 RFD from Trustee Yates to Trust Council for the December 6 TC meeting re: In-person TC meetings in 2023/24 (late item)

It was MOVED and SECONDED,

that Financial Planning Committee direct staff to include the budget necessary to allow for four Trust Council in-person meetings in the 2023/24 budget.

FPC-2022-042
It was MOVED and SECONDED,
that Financial Planning Committee amend the motion "that Financial Planning Committee direct staff to include the budget necessary to allow for four Trust Council in-person meetings in the 2023/24 budget" to change to three in-person meetings rather than to four in-person meetings.

DEFEATED

FPC-2022-043
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to include the budget necessary to allow for four in-person meetings in the 2023/24 budget.

CARRIED

9.3.7 RFD from the Executive Committee to FPC re: recommended changes to the budget (late item)

FPC-2022-044
It was MOVED and SECONDED,
that Financial Planning Committee amend the draft budget to include $75,250 for an Administrative Coordinator position.

CARRIED

The Committee then returned to item 9.3.5

9.3.5 Special Tax Requisition Request – RFD

FPC-2022-045
It was MOVED and SECONDED,
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.

CARRIED

Committee recessed at 3:07 p.m. and reconvened at 3:17 p.m.
Trustee Graham left the meeting at 3:07 p.m.

The Committee returned to agenda item 9.3 in general.

9.3 2023/24 Budget for Trust Council

It was noted that the FPC recommendations to Trust Council could be delivered at a later date but doing so would provide less time for TC members to consider those FPC recommendations prior to the TC meeting in December.

It was MOVED and SECONDED,
that Financial Planning Committee recommend to Trust Council that the Regional Planning Committee placeholder amount be reduced from $100,000 to $50,000.

FPC-2022-046
It was MOVED and SECONDED,
that the motion "that Financial Planning Committee recommend to Trust Council that the Regional Planning Committee placeholder amount be reduced from $100,000 to $50,000" be changed to "that Financial Planning Committee direct staff to adjust the Regional Planning Committee placeholder amount to $50,000."

CARRIED

The question on the motion, as amended, was then called.

FPC-2022-047
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to adjust the Regional Planning Committee placeholder amount to $50,000.

CARRIED

FPC-2022-048
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to adjust the budget for specific LTC projects be capped at $250,000 (not including the special tax requisition of $75,000 for SSIWPA), and that Regional Planning Committee work with the Director of Planning/Regional Planning Team to allocate those funds.

CARRIED

FPC-2022-049
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to adjust the budget for the Policy Statement Amendment project to be capped at $50,000 and that options be provided to Trust Council to adjust the scope of work pending approval of the budget in due course.

CARRIED

FPC-2022-050
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to reduce the salaries budget by $100,000 to acknowledge anticipated staff turnover and periodic vacancies in

line with historical staffing realities and that the Budget Assumptions and Principles be amended to reflect this assumption.

CARRIED

Committee recessed at 4:34 p.m. and reconvened at 4:40 p.m.

9.4 2023/24 Budget Public Consultation Program - Briefing

Director Frater presented the briefing, indicating that public consultation is not a legislated requirement. She also indicated that surveys are a more efficient method to gauge public sentiment than collecting emails, interpreting the contents, redacting where necessary and creating a document of those emails for attachment to a meeting agenda.

10. BUSINESS – OTHER

10.1 FPC Draft Meeting Schedule for 2023 - RFD

Director Mobbs introduced the RFD, indicating that the proposed schedule coordinates with TC meetings and Executive Committee meetings. She noted staff's recommendation for the Committee to continue meeting electronically to reduce expenses, reduce trustee travel time, reduce staff travel and planning time, and reduce greenhouse gas emissions.

FPC-2022-051
It was MOVED and SECONDED,
that Financial Planning Committee adopt the proposed meeting dates for the 2023 calendar year as presented.

CARRIED

FPC-2022-052
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to schedule all 2023 FPC meeting dates as electronic meetings.

CARRIED

11. BUSINESS - NEW

None.

12. WORK PROGRAM

Director Mobbs spoke to the agenda item.

FPC-2022-053
It was MOVED and SECONDED,

that Financial Planning Committee forward its work program as presented to Trust Council for approval.

CARRIED

13. NEXT MEETING

Wednesday, January 18, 2023, from 10:00 a.m. to 3:00 p.m.

14. CLOSED MEETING

The Committee did not close the meeting.

15. RISE AND REPORT

As the Committee did not close the meeting, there was no need for the Committee to discuss this option.

16. ADJOURNMENT

By general consent the meeting adjourned at 5:02 p.m.

_____
Trustee Peterson, Interim Chair

Certified Correct:

_____
Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

DRAFT

Islands Trust

Print Date: January 12, 2023

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: 14-Feb-2023	In Progress

12-Oct-2022

Activity	Responsibility	Dates	Status
1 **Re: Reserves and Surplus Policy:** 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: 30-Aug-2023	In Progress

Follow Up Action Report

Financial Planning Committee

12-Oct-2022

	Activity	Responsibility	Dates	Status
2	**Re: Special Tax Requisition Policy:** 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: 28-Jun-2023	In Progress
3	**Re: Special Tax Requisition Policy:** that Financial Planning Committee forward the proposed amendments to TC Policy 6.3.2 Special Property Tax Requisitions to Trust Council.	Julia Mobbs	Target: 28-Jun-2023	In Progress
4	**Re: Trustee Remuneration Policy:** 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
5	**Re: Trustee Remuneration Policy:** 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

Follow Up Action Report

Financial Planning Committee

12-Oct-2022

	Activity	Responsibility	Dates	Status
6	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: 18-Jan-2023	Completed

25-Nov-2022

	Activity	Responsibility	Dates	Status
1	that agenda item 7.1, Letter from Outgoing FPC Chair, be added to the next Financial Planning Committee meeting's agenda.	Robert Barlow	Target: 18-Jan-2023	Completed
2	that Financial Planning Committee forward the 'Q2 Financial Report to September 30, 2022' to Trust Council for approval.	Robert Barlow	Target: 29-Nov-2022	Completed
3	that Financial Planning Committee forward the Q2 Financial Forecast to Trust Council for information.	Robert Barlow	Target: 29-Nov-2022	Completed
4	that Financial Planning Committee direct staff to include the budget necessary to allow for four in-person meetings in the 2023/24 budget.	Julia Mobbs	Target: 28-Nov-2022	Completed
5	that Financial Planning Committee amend the draft budget to include $75,250 for an Administrative Coordinator position.	Julia Mobbs	Target: 28-Nov-2022	Completed

Financial Planning Committee

25-Nov-2022

Activity	Responsibility	Dates	Status
6 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.	Julia Mobbs	Target: 28-Nov-2022	Completed
7 that Financial Planning Committee direct staff to adjust the Regional Planning Committee placeholder amount to $50,000.	Julia Mobbs	Target: 28-Nov-2022	Completed
8 that Financial Planning Committee direct staff to adjust the budget for specific LTC projects be capped at $250,000 (not including the special tax requisition of $75,000 for SSWIPA), and that Regional Planning Committee work with the Director of Planning/Regional Planning Team to allocate those funds.	Julia Mobbs	Target: 28-Nov-2022	Completed
9 that Financial Planning Committee direct staff to adjust the budget for the Policy Statement Amendment project to be capped at $50,000 and that options be provided to Trust Council to adjust the scope of work pending approval of the budget in due course.	Julia Mobbs	Target: 28-Nov-2022	Completed

Follow Up Action Report

Financial Planning Committee

25-Nov-2022

Activity	Responsibility	Dates	Status
10 that Financial Planning Committee direct staff to reduce the salaries budget by $100,000 to acknowledge anticipated staff turnover and periodic vacancies in line with historical staffing realities and that the Budget Assumptions and Principles be amended to reflect this assumption.	Julia Mobbs	Target: 28-Nov-2022	Completed
11 that Financial Planning Committee adopt the proposed meeting dates for the 2023 calendar year as presented.	Robert Barlow	Target: 01-Dec-2022	Completed
12 that Financial Planning Committee direct staff to schedule all 2023 FPC meeting dates as electronic meetings.	Robert Barlow	Target: 01-Dec-2022	Completed
13 that Financial Planning Committee forward its work program as presented to Trust Council for approval.	Robert Barlow	Target: 28-Nov-2022	Completed

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	January 18, 2023
From:	Director Administrative Services	**Date Prepared:**	January 6, 2023
SUBJECT:	**Changes to the Draft 2023/24 Budget**		

PURPOSE:

To inform the Financial Planning Committee (FPC) of changes made to the draft 2023/24 budget since it was last reviewed.

BACKGROUND:

Since FPC met in November and reviewed the 2023/24 Budget draft 1, version 2, the following activities and budget amendments have taken place:

- **The proposed budget was presented to Trust Council at their December 2022 meeting:**
  - Trust Council made the following resolution(s) to amend the draft budget, which has been reflected in the current draft:

    (1) That Trust Council direct Staff to draw a further $79,000 from General Revenue Surplus Fund to reduce the shortfall in the draft 2023/2024 budget, and that this surplus draw be allocated to the cost of the Accessibility Plan Development ($2,500), with the remainder allocated to non-planning staff salaries to acknowledge the higher than anticipated increase to union staff salaries in the new BCGEU agreement.

- **The BC Assessment Non-Market Change (NMC) reports have been made available:**
  - A NMC of 8.01% is reported by BC Assessment for the general local trust area (based on weighted average of area 763 and 764 as per Budget Assumptions and Principles approved by Trust Council). The draft 2023/24 budget previously reviewed by FPC and Trust Council reflected an anticipated 1.25% NMC. The impact of this change generates an increase in taxation dollars collected on NM property value with a corresponding decrease to taxation dollars collected on the general tax base, which means a lower general tax increase to the average Trust property owner.
  - A NMC of 6.56% is reported by BC Assessment for Bowen Island Municipality. The draft 2023/24 budget previously reviewed by FPC and Trust Council reflected an anticipated 0.95% NMC value. This means a larger portion of the BIM levy is anticipated to be collected from non-market factors (i.e.: new construction and development).

- **The BC Assessment Converted Assessment Values have been made available:**
  - This information is used internally to allocate specific revenues and expenditures across different Local Trust Areas (LTAs). For budget purposes, it is used to generate the percent of total Islands Trust Area assessed values that Bowen Island Municipality (BIM) makes up, which influences how much they contribute to the budget.
  - Assessment information has been made available from BC Assessment to update Net Converted Assessment Values in each local trust area and BIM. The newly reported figures show an increase in the portion of property value held by BIM in relation to the rest of the trust, from 15.46% in the previous

draft to 16.50% in the current draft. This has contributed to an overall change in the levy requisitioned from BIM (discussed in further sections of this report).

- **Trustee Remuneration**
  - The BC Assessment folios information was updated at the end of December 2022. Folios information is used in the calculation of trustee remuneration, in accordance with Trust Council Policy 7.2.1 Trustee Remuneration. These revised values have been updated in the budget calculation of trustee remuneration.
  - Statistics Canada 12 month CPI information has been released for the month of November 2022. CPI information is used in the calculation of trustee remuneration in accordance with Policy 7.2.1 as above. November 2022 CPI information has increased over the previous version of the draft budget, moving from 5.2% (July 2022 figure) to 6.7% (November 2022 figure). When information for December 2022 is released, the budget draft will be updated accordingly, in line with policy direction for trustee remuneration calculation.
  - As a result of the updated data, Trustee remuneration and related costs have increased by approximately $8,300 in the current budget draft.

- **Staff Salaries and Benefits**
  - Staff salaries and benefits have been updated to reflect actual salaries of recent new hires, and staff overtime assessments have been updated to reflect more accurate estimates ($15,700).
  - The inclusion of a new 1.0FTE staff position (Manager, Finance and Accounting) has been included to address staff workload issues within the Islands Trust finance team. The inclusion of this FTE increases staff salaries by approximately $100,000 which reflect both base salary and benefits. A business case for this new position has been included with the budget materials.

- **LTC projects**
  - Funding for specific LTC project costs was capped at $250,000 in the previous budget draft, at the direction of FPC. Achieving this cap meant specific projects would need to reduce their budgets. Since the last budget was reviewed, the SSI LTC has reduced their Major OCP & LUB request from $227,000 to $96,000 and the Gabriola LTC has reduced their OCP/LUB review project from $60,000 to $18,000. Updated business cases for each revised project have been included in this agenda for review.

- **BIM Levy:**
  - The BIM levy is calculated at approximately $355,000 in the current draft budget, which is almost $27,000 lower than the previous draft version. This updated levy figure represents an increase over the prior year levy of 9.6%. It is expected 6.6% will be collected on NMC factors with the remaining 3.0% representing an increase in the general tax base.
  - Changes to the budget have increased overall planned spending which impacts LTA taxation as well as the BIM tax levy.
  - The departmental allocation of expenses impacts the municipal pool allocation rate which informs the calculation of the BIM levy. Changes to the budget have resulted in a municipal pool allocation rate of 30.1% versus the previous budget draft rate of 30.4% which has minimal impact to the BIM levy.
  - As previously discussed, BIM NCAV has decreased from 17.2% to 16.5% which contributes to the reduction in the BIM levy.

- **Local Trust Areas property taxes:**
  - Changes to the budget have increased overall expenditures in the budget from $9.6M to $9.8M which impacts general taxation levels.
  - Changes in distribution of property values within the Trust also impacts general taxation.
  - Total LTA property tax revenue has increased $187,000 over the previous budget draft, however a larger portion of the increase is now expected to be collected from non-market changes to the tax base (ie: new development, changes in use, etc.). As such, the revised general tax base increase is 2.75% plus 8.0%

expected from NM changes. .The previous budget reflected a general increase of 7% plus 1.3% from NMC.

- **Draw from Surplus and Reserved changes:**
  The total draw from all surplus and reserve funds is $321,000 in the current draft budget. This is an increase of $79,000 over the previous budget version. The breakdown of this total draw is as follows:

Draw from General Revenue Surplus Fund	$ 269,000
Draw from LTC Project Reserve Fund	$ 52,000
Draw from SSIWPA Special Requisition Reserve Fund	$ nil

  The minimum surplus balance required under Policy 6.5.1 Reserves and Surplus is not met under the current budget draft, reflecting an estimated balance of $1.7M versus a required balance of $1.8M. Financial forecasts are updated in February which impact surplus balances. When these reports are available, staff will update the calculation of this projected balance to ensure it remains within policy.

Summary of Changes

Expenses

The current draft budget totals $9.8M in planned spending, which is an overall budget increase of approximately $166,000 from the previous draft. The main drivers of this increase relate to one new staff position ($100,000), an increase in trustee remuneration ($8,300), and updates to salaries for newly hired positions as well as OT estimate adjustments ($15,700), a correction to the LTC projects funding pool ($36,000).

Revenues

Sources of revenue to fund planned spending:

- $367,000 of expenses have their own specific grant funding (ITC SAR, LPS LG development applications);
- $180,001 of expenses are funded by Provincial and other non-specific grant monies;
- $8.1M of expenses are funded by general property taxes;
- $355,000 of expenses are funded by the BIM tax levy;
- $75,500 of expenses are funded by special property tax requisition;
- $321,000 of expenses are funded by transfers from surplus and reserve funds;
- $262,000 of expenses are funded by application fees revenue;
- $133,000 of expenses are funded by investment income;

The current draft budget has a general local trust area tax increase is 2.75% plus an additional 8.01% from NMC factors, resulting in an increase to total general taxation of $786,000.

The current draft budget has a BIM tax levy increase of 3.0% plus an additional 6.6% from NMC factors, resulting in an increase to the BIM levy of $31,000.

The minimum surplus balance required under Policy 6.5.1 Reserves and Surplus is not met under the current budget draft, reflecting an estimated shortfall of approximately $115,000. Financial forecasts are updated in February, at which time staff will update the calculation of this projected balance to ensure it remains within policy.

Pending

Items that have not been updated in the current budget draft, that may require update in future drafts include:

- **Strategic and LTC Project updates and changes:**
  - Assessment of all current projects will be conducted by project managers as part of the third quarter forecast to determine if carry over funding will be required in the next fiscal year's budget.

- **Operational expenditure changes:**
    - Addition of $10,000 - $15,000 to fund a new expense claim system. A draft business case is in progress with the information services team and will be presented to FPC at their next meeting.

- **Salaries Amendments**
    - Salary increases for excluded staff have now been determined. Amounts for these increases are included in the current budget. These estimates will be updated to reflect actual increases in the next version of the budget draft.

ATTACHMENT(S): None.

FOLLOW-UP:

Further changes to the draft 2023/24 budget may occur when the following information is received:

- Completion of the Q3 Financial results and Q3 Forecasted Financial results;
- Receipt of Public Feedback on the current draft budget (if applicable);
- Other follow-up as directed by FPC.

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

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	January 18, 2023
From:	Director, Administrative Services	**Date Prepared:**	January 13, 2023
SUBJECT:	**Draft 2023/24 Budget Overview**		

PURPOSE:

To provide Financial Planning Committee with the updated draft 2023/24 budget for their review, comment and direction.

This document has been updated since it was last reviewed at Trust Council. Updates are shown in blue font for ease of review and to facilitate clear understanding of budget areas that have been amended over the previous version of the budget draft.

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.
- FPC has reviewed the initial budget draft and forwarded to Trust Council.
- Trust Council has reviewed the budget draft and has sent it back to FPC for further work.

SUMMARY OF DRAFT BUDGET RESULTS

The updated draft 2023/24 budget contains the following:

- Total proposed planned spending of $9.8M:
    - Operating budget $9.0M
    - Projects budget $700,000
    - Capital budget $127,000
- A proposed 2.75% general tax increase to local trust areas, plus 8.01% from NMC
- A proposed 3.0% general levy increase to Bowen Island Municipality, plus 6.56% from NMC
- A proposed draw from the General Revenue Surplus Fund of $269,000.
- A proposed draw from the LTC Project Reserve Fund of $52,000.

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 $8.1M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 10.7% ($787,000). This amount is comprised of:

- A proposed average tax increase of 2.75% ($687,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 8.01% ($201,000) 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 December 2022 in line with policy.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at approximately $355,000 in the draft budget. This is a total increase over last year's budget of 9.56% ($31,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 3.0% ($9,700) from the existing tax base; plus
- An estimated 6.56% ($21,000) generated from new tax base associated with NMC factors. This figure is based on NMC factor from December 2022, in line with policy.

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, an increase over the previous year's budget of $15,500. 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 - $265,000) based on an estimate calculated using anticipated application volumes, by type and LTC, multiplied by application fees.
- Interest income is budgeted at $133,000 (2022/23- $160,000) based on estimated investment returns on the investment of 2023/24 property tax funds, and assumes interest rates will remain at current levels.

Surplus Funding:

The proposed budget shortfall of $321,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $269,000 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 $2.0M 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 $6.2M budget (2022/23- $5.5M), representing 63% 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*
^ represents inclusion of new staff position

- Executive and Legislative Services – 6.0 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 – 10.1 FTE
  TOTAL = 64.0 FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
  - The addition of a 1.0FTE Manager, Finance and Accounting, budgeted at approximately $100,000 inclusive of base salaries and benefits, new staff equipment and training costs. A business case for this new position is included in the agenda package for review. This assumes the new staff person will be hired one month into the fiscal year, as such salaries and benefits costs have been prorated to reflect 11 months of expense.
  - The addition of a 1.0FTE LTC Meeting Administrator, budgeted at approximately $66,000 inclusive of base salaries and benefits, travel, new staff equipment and training costs. A business case for this new position is included in the agenda package for review. This assumes the new staff person will be hired two months into the fiscal year, as such salaries and benefits costs have been prorated to reflect 10 months of expense.
  - The addition of a 1.0FTE Administrative Coordinator, budgeted at approximately $75,000 inclusive of base salaries and benefits, travel, new staff equipment and training costs. A business case for this new position is included in the agenda package for review. This assumes the new staff person will be hired two months into the fiscal year, as such salaries and benefits costs have been prorated to reflect 10 months of expense.
  - 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 $42,000 (2022/23- $44,000) of the total salaries and benefits expense, which equates to approximately $53,000 (2022/23- $55,000) 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 $1.3M (2022/23- $1.0M). 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.
- A reduction to salaries expense of $120,000 (2022/23 – $170,000) to account for assumed staff turnover has been made in the 2023/24 draft budget. This reflects the Trust's reality of intermittent non-backfilled staff vacancies annually.

Trustee remuneration and related costs remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* amounts to $697,000 in the 2023/24 draft budget (2022/23- $627,000). Factors influencing this figure include the following:

- An anticipated 6.7% increase to base remuneration to adjust for CPI changes, based on reported inflation figures for the Victoria area in November 2022. 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 as of December 2022.
- 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 four meetings of Trust Council will be held in-person, and any additional special 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 $110,000 (2022/23 – $54,000), which represents $27,500 per in-person meeting. This amount is an estimate based on historical pre-pandemic average costs plus an allowance for inflation.

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. Executive Committee has recently decided on their meeting format for the remainder of calendar 2023. Staff will update the next version of the budget to reflect this decision and expects a small reduction in this budget line as a result of the change.

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 capped in the budget at $250,000 (2022/23- $272,000), at the direction of Financial Planning Committee. The total cost of LTC project submissions is $249,500, a reduction of the amount submitted in previous versions of the budget ($422,500) due to the SSI LTC and the GAB LTC reducing funding requests for one project each.

A breakdown of LTC projects with specific funding requests is as follows:

Specific Projects >$5000:		
DE: Housing Project - current ongoing	$	18,000
GB: OCP/LUB Project - NEW		18,000
GM: OCP Project - current ongoing		16,000
HO: OCP Amendment - current ongoing		15,000
SS: Major OCP & LUB - ongoing Housing + CDF		96,000
SS: Ganges Village Plan - current ongoing		86,500
TOTAL	**$**	**249,500**

An allowance for upcoming, currently unknown LTC projects is included in the budget at $36,500 (2022/23 - $36,000).

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- $456,000). 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 the contracted services line at the same amount.

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 the contracted services 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 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 the contracted services line 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 a 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 $80,000, 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 Temporary Staffing has a small budget of $2,500 for ITC administrative 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 $212,000 (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 $50,000
- Stewardship Education Program $20,000
- Secretariat Services $15,000
- Regional Planning Committee placeholder* $50,000
- 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/TC may request that one be submitted for the next budget review if desired.
- The RPC is agenda has been circulated with a business case allocating these placeholder funds, to be assessed at their meeting on January 17, 2023. An update will be provided verbally to FPC at their meeting on January 18, 2023 regarding their review of this request.
- The Indigenous Watersheds Initiative is a project already underway in the current year. Funds in the 2023/24 budget reflect planned spending on this work next year. The work is fully funded by grants.
- The Governance Committee has discussed a budget placeholder for their work, but has passed no resolution.

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 $269,000 are estimated to be $1.7M versus the calculated policy minimum of $1.8M, representing a shortfall of approximately $100,00. Balances will be recalculated when third quarter financial forecasts are completed.

ATTACHMENT(S):

1. 2023/24 Budget Detail, Numeric
2. Surplus Funds Allocation
3. Business Case Summaries
4. Strategic Plan Projects: Summary + Business Cases
5. LTC Projects: Summary + Business Case +Feasibility Assessment
6. Operational Projects: Summary + Business Cases
7. Islands Trust Conservancy Board – Budget Request
8. Business Cases Not Advanced

FOLLOW-UP: As directed.

Prepared By: Director, Administrative Services
Reviewed By: Chief Administrative Officer/

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

	2021/22	2022/23		(0) 2023/24	Budget-Budget Comparisons	
	ACTUALS	BUDGET	Q2 Forecst	Draft BUDGET	*Budget Change $*	*Budget Change %*
REVENUE						
Fees & Sales	117,488	264,724	215,376	**262,000**	*(2,724)*	*-1%*
Provincial Grant - Unrestricted	180,000	180,000	228,000	**180,000**	*-*	*0%*
Provincial Grant - LG Development Applications		367,000	242,000	**125,000**	*(242,000)*	*-66%*
Provincial Grant - Restricted (HWI/IWI)	199,432			**22,000**	*(191,500)*	*-90%*
Provincial Grant - Restricted (ITC Conserv. Stimulus)	38,500			**-**	*-*	*#DIV/0!*
Federal Grant - Restricted (ITC SAR)	242,500	213,500	238,500	**220,000**	*6,500*	*3%*
Contingent Grants - Projects	30,195		7,314	**1**	*1*	*#DIV/0!*
Property Tax Levy - LTA	7,079,772	7,309,863	7,309,863	**7,309,863**	*786,541.26*	*11%*
Property Tax Levy - LTA General Increase				**201,021**		
Property Tax Levy - LTA NMC Increase				**585,520**		
Special Tax Requisition - SSI LTA (SSIWPA)	75,500	60,000	60,000	**75,500**	*15,500*	*26%*
Property Tax Levy - Bowen	311,188	323,769	323,769	**323,769**	*30,954*	*10%*
Property Tax Levy - Bowen General Increase				**9,714**		
Property Tax Levy - NMC Increase				**21,239**		
Interest Income	11,914	20,001	160,000	**133,000**	*112,999*	*565%*
Other income	33,779			**0**	*-*	*#DIV/0!*
Total Revenue	8,320,268	8,738,857	8,784,821	**9,468,628**	*516,271*	*6%*
EXPENSES						
Amortization expense	182,751	168,000	205,000	**146,442**	*(21,558)*	*-13%*
Applications sponsored by EC	7,150	4,000	4,000	**15,000**	*11,000*	*275%*
NAPTEP Applications sponsored by EC	-	1,000	1,000	**1,000**	*-*	*0%*
History and Heritage Funding Grants-in-Aid	-	4,000	11,000	**10,000**	*6,000*	*150%*
Audit	19,260	20,000	20,000	**21,000**	*1,000*	*5%*
Bank Charges & Interest	3,643	4,000	4,000	**4,000**	*-*	*0%*
Board of Variance	896	1,200	1,300	**1,200**	*-*	*0%*
Carbon Offset Purchases	-			**-**	*-*	*#DIV/0!*
Committee Meeting Expense - FPC	14	800	800	**-**	*(800)*	*-100%*
Committee Meeting Expense - RPC	-	800	800	**1,000**	*200*	*25%*
Committee Meeting Expense - TPC	-	800	4,600	**2,000**	*1,200*	*150%*
Committee Meeting Expense - Governance*				**1,000**	*1,000*	*#DIV/0!*
Committee Meeting Expense - Accessibility*				**-**	*-*	*#DIV/0!*
Cultural Working Group	-			**-**	*-*	*#DIV/0!*
Communications and ITC Fundraising	45,688	61,291	69,800	**73,500**	*12,209*	*20%*
FN Protocol Funds	-	5,004	2,500	**-**	*(5,004)*	*-100%*
Meeting Streaming Services		-	15,000	**15,000**	*15,000*	*#DIV/0!*
SW Support and Licensing	85,657	80,400	80,400	**147,200**	*66,800*	*83%*
Internet	48,492	47,800	47,800	**47,000**	*(800)*	*-2%*
Technical Support	97,702	94,715	94,700	**60,000**	*(34,715)*	*-37%*
Contingency	-	-		**5,000**	*5,000*	*#DIV/0!*
Contracted Temporary Staffing	64,184	140,600	140,600	**2,500**	*(138,100)*	*-98%*
Elections - General	-	141,000	141,000	**-**	*(141,000)*	*-100%*
Elections - By-elections	-	-		**7,000**	*7,000*	*#DIV/0!*
Insurance	190,119	192,000	190,200	**208,150**	*16,150*	*8%*
ITC - Board Honoraria	6,200	6,600	6,950	**7,000**	*400*	*6%*
ITC - Board Meeting Expense	1,987	1,425	1,400	**1,425**	*-*	*0%*
ITC - Board Training & Conferences	289	1,600	1,600	**1,600**	*-*	*0%*
ITC - Property Management	168,727	137,780	157,800	**159,930**	*22,150*	*16%*
ITC - Conservation Planning & Land Securement	19,597	26,550	26,550	**26,550**	*-*	*0%*
ITC - Ecosystem Mapping	4,948	18,000	-	**18,000**	*-*	*0%*
Land Title Registrations	4,772	-	3,600	**3,900**	*3,900*	*#DIV/0!*
Legal - general	98,592	48,784	48,784	**69,999**	*21,215*	*43%*
Legal - bylaw enforcement litigation	81,098	80,795	80,787	**80,000**	*(795)*	*-1%*
Legal - litigation defence	62,993	85,551	85,551	**72,356**	*(13,195)*	*-15%*
LTC "Trustee Expenses"	2,034	4,501	5,140	**4,500**	*(1)*	*0%*
LTC "Executive Expense on LTC's"	5,681	12,000	12,000	**12,000**	*-*	*0%*
LTC Meeting Expenses	33,343	32,399	29,291	**13,000**	*(19,399)*	*-60%*
LTC Local Exp APC Meeting Expenses	7,095	4,860	3,272	**4,860**	*-*	*0%*
LTC Local Exp Communications	6,096	5,000	5,030	**5,000**	*-*	*0%*
LTC Local Exp Special Projects	38	4,749	2,568	**4,750**	*1*	*0%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

	2021/22	2022/23		2023/24	Budget-Budget Comparisons	
	ACTUALS	BUDGET	Q2 Forecst	Draft BUDGET	Budget Change $	Budget Change %
Meeting Expense	57,149	66,600	69,800	**125,275**	*58,675*	*88%*
Memberships	15,305	13,899	14,500	**16,440**	*2,541*	*18%*
Notices - Statutory & Non-Statutory	13,004	17,850	22,100	**17,850**	*-*	*0%*
FOI & Records Management*				**10,000**	*10,000*	*#DIV/0!*
Office - Lease costs	420,664	394,500	401,000	**422,800**	*28,300*	*7%*
Office - outside services	53,870	61,000	61,000	**85,000**	*24,000*	*39%*
Postage, Courier & Delivery	8,991	9,595	7,200	**3,050**	*(6,545)*	*-68%*
Recruitment & Labour Relations	6,932	6,000	8,000	**21,000**	*15,000*	*250%*
Payroll Processing*				**19,500**	*19,500*	*#DIV/0!*
Safety	5,489	5,000	5,000	**5,000**	*-*	*0%*
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,261,369	2,232,803		**2,664,170**		
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	572,643	567,132		**676,699**		
Sal & Ben - Salaries - Planners & RPMs	1,354,588	1,409,006		**1,459,331**		
Sal & Ben - Benefits - Planners & RPMs	343,698	357,887	5,230,100	**370,670**	*730,160*	*13%*
Sal & Ben - Salaries - Planning Support	397,674	433,987		**504,793**		
Sal & Ben - Benefits - Planning Support	98,788	110,232		**128,217**		
Sal & Ben - Salaries - Bylaw	250,286	279,673		**309,439**		
Sal & Ben - Benefits - Bylaw	63,045	71,037		**78,597**		
Stationery & Supplies	36,738	31,400	31,400	**29,020**	*(2,380)*	*-8%*
Subscriptions	7,088	6,660	6,060	**5,360**	*(1,300)*	*-20%*
Telephone	12,315	12,100	12,100	**18,100**	*6,000*	*50%*
Mobile Devices	18,585	16,490	26,000	**29,930**	*13,440*	*82%*
Training - Organization-wide	2,898	5,000	5,000	**5,000**	*-*	*0%*
Training - staff recognition & meetings	4,447	13,600	13,600	**15,800**	*2,200*	*16%*
Training & Conferences	14,865	43,425	40,000	**53,800**	*10,375*	*24%*
Travel for Training	849	16,035	21,200	**19,950**	*3,915*	*24%*
Travel	38,330	57,127	64,200	**63,475**	*6,348*	*11%*
Trustee Remuneration	520,580	554,424	556,300	**588,393**	*33,969*	*6%*
Trustee Remuneration - CPP Expense	18,481	20,177	21,200	**20,723**	*546*	*3%*
Trustee Remuneration - Health/Dental benefits	39,534	40,885	40,900	**76,550**	*35,665*	*87%*
Trustee Remuneration - MSP Benefits	-	-		**-**	*-*	*#DIV/0!*
Trustee Remuneration - Pay in Lieu of benefits	1,000	1,000	1,000	**-**	*(1,000)*	*-100%*
Trustee Remuneration - Employer Health Tax	10,766	9,141	10,900	**11,474**	*2,333*	*26%*
Trustee Remuneration - Executive on LTCs	-	1,689	-	**-**	*(1,689)*	*-100%*
					-	*#DIV/0!*
Operating Budget Subtotal	**7,899,017**	**8,303,358**	**8,173,382**	**9,108,269**	***804,911***	***10%***
Amortization budget adjustment (not taxed for)		(168,000)		(146,442)	21,558	*-13%*
Net Operating Budget Subtotal	**7,899,017**	**8,135,358**	**8,173,382**	**8,961,827**	*826,469*	*10%*
PROJECTS						
LTA Projects:						
LTC Projects, partially funded by LTC reserve fund	158,395	143,600	153,840	**286,000**	*142,400*	*99%*
LTC Projects Funded by Approved Grants (590) - HWI	3,146			**-**	*-*	*#DIV/0!*
LTC Projects Funded by Contingent Grants (590)				**1**	*1*	*#DIV/0!*
LTC Projects funded by Special Requisition Surplus Fund	20,000	68,400	65,700	**-**	*(68,400)*	*-100%*
LTA Work Funded by Special requisition (SWIPPA)	65,202	60,000	60,000	**75,500**	*15,500*	*26%*
					-	*#DIV/0!*
Strategic Plan Projects					*-*	*#DIV/0!*
Reconciliation Action Plan implementation	6,010	12,000	12,000	**30,000**	*18,000*	*150%*
First Nations Engagement Plan - ITC				**10,000**	*10,000*	
Policy Statement Amendment	129,819	55,000	55,000	**50,000**	*(5,000)*	*-9%*
Stewardship Education Program	14,910	13,000	5,000	**20,000**	*7,000*	*54%*
Secretariat Services	12,976	15,000	15,000	**15,000**	*-*	*0%*
RPC Projects Placeholder (not finalised)				**50,000**	*50,000*	*#DIV/0!*
Heritage Overlay Mapping (prior year unspent carry-over)	52,164	74,000		**-**	*(74,000)*	*-100%*
Indigenous Watersheds Initiative				**22,000**	*22,000*	*#DIV/0!*
Governance Review/Gov Committee Projects	75,000	15,000	7,500	**15,000**	*-*	*0%*
Website Design/Functionality updates	21,198			**-**	*-*	*#DIV/0!*
Coastal Douglas Fir Mapping and Bylaws	-			**-**	*-*	*#DIV/0!*
Freshwater Sustainability Strategy	132,243			**-**	*-*	*#DIV/0!*
Broadcast Public Meetings	15,413			**-**	*-*	*#DIV/0!*
Housing Initiatives		5,000	5,000	**-**	*(5,000)*	*-100%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

	2021/22	2022/23		2023/24	Budget-Budget Comparisons	
	ACTUALS	BUDGET	Q2 Forecst	Draft BUDGET	*Budget Change $*	*Budget Change %*
Groundwater Recharge Mapping	11,878	86,800	86,800	-	*(86,800)*	*-100%*
Eelgrass Mapping	54,674			-	-	*#DIV/0!*
					-	*#DIV/0!*
Operational Projects				-	-	*#DIV/0!*
Accessibility Plan Development				**2,500**	*2,500*	*#DIV/0!*
LG Development Approvals Program: LPS		367,000	242,000	**125,000**	*(242,000)*	*-66%*
LG Development Approvals Program: BE				-	-	*#DIV/0!*
LG Development Approvals Program: ITC				-	-	*#DIV/0!*
Electronic Documents Management		6,500	6,500	-	*(6,500)*	*-100%*
Digitizing Paper Records				-	-	*#DIV/0!*
Building Footprint: Data Update				-	-	*#DIV/0!*
Prior year projects				-	-	*#DIV/0!*
					-	*#DIV/0!*
Projects Total	**773,028**	**921,300**	**714,340**	**701,001**	*(220,299)*	*-24%*
CAPITAL						
Computer H/W & S/W	3,736	67,000	84,900	**121,800**	*54,800*	*82%*
Computer HW for new trustees		7,500		-	*(7,500)*	*-100%*
Software - separate from Hardware for 2021	4,918			-	-	*#DIV/0!*
Office - Equipment & Furniture	3,581	3,200	5,200	**5,000**	*1,800*	*56%*
Office - Renovations				-	-	*#DIV/0!*
Total Capital Spending	**12,235**	**77,700**	**90,100**	**126,800**	*49,100*	*148%*
Total Cash Operating, Projects, Capital Budget	**8,684,279**	**9,134,358**	**8,977,821**	**9,789,628**	**655,270**	*7%*
Surplus (deficit)	(364,011)	(395,500)	(193,000)	**(321,000)**		
Funded by:						
Amounts invested in TCA/Amortization, adjustment	102,754		90,100			
Transfer from (to) General Revenue Surplus Fund	278,912	183,500	(116,640)	**269,000**		
Transfer from (to) LTC Project Specific Reserve Fund	(12,978)	143,600	153,840	**52,000**		
Transfer (to) from Special Tax Requisition Fund	(4,677)	68,400	65,700	**0**		
Net Balance	0	-	0	(0)		

Islands Trust
Proposed Strategic Plan Projects
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	50,000	*surplus*
#4.3	Stewardship Education Program	20,000	*surplus*
#5.2	Secretariat Services	15,000	*surplus*
	RPC Projects Placeholder (*not finalised*)	50,000	*surplus*
#4.6	Indigenous Watersheds Initiative	22,000	*grant*
	Governance Committee Projects (*not assigned*)	15,000	*surplus*
Total Proposed Strategic Plan Projects		**212,000**	

ISLANDS TRUST
Fiscal Year 2023/24
PROPOSEED LTC PROJECTS

ITEM	AMOUNT	TOTAL
Specific Projects >$5000:		
DE: Housing Project - current ongoing	$ 18,000	
GB: OCP/LUB Project - NEW	$ 18,000	
GM: OCP Project - current ongoing	$ 16,000	
HO: OCP Amendment - current ongoing	$ 15,000	
SS: Major OCP & LUB - ongoing Housing + CDF	$ 96,000	
SS: Ganges Village Plan - current ongoing	$ 86,500	
Reduction to achieve FPC cap on LTC projects		**$ 249,500**
Minor Projects:		
Pool for Allocation to LTCs in Year		**36,500**
Total LTC Projects in General budget		**286,000**

LTC projects proposed as special requisitions:		
SS: Watershed Protection Alliance (special property tax requisition)	$ 75,500	**75,500**
Total LTC Projects funded by special requisition		**75,500**

Islands Trust
Proposed Operational Projects
Fiscal Year 2023/24

OPERATIONAL INITIATIVES

Accessibility Plan Development	2,500	*surplus*
LG Development Approvals Program: LPS	125,000	*grant*
Total Operational Initiatives	**127,500**	

Islands Trust
Proposed Staffing Changes
Fiscal Year 2023/24

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING (Permanent)			
	Manager, Finance & Accounting *(FT, estimated start date May 1), funded by taxes*		
	Salary	79,000	
	Benefits	16,002	
	Travel	-	
	Mobile Phone	-	
	Computer - Laptop	3,000	
	Training	2,000	
		100,002	*Taxes*
	LTC Meeting Administrator *(FT, estimated start date June 1), funded by taxes*		
	Salary	51,099	
	Benefits	10,350	
	Travel	9,000	
	Mobile Phone	-	
	Computer - Laptop	3,000	
	Training	2,000	
		75,450	*Taxes*
	Administrative Coordinator *(FT, estimated start date June 1), funded by taxes*		
	Salary + Benefits	65,459	
	Benefits	13,259	
	Travel	1,890	
	Mobile Phone	-	
	Computer - Laptop	3,000	
	Training	1,000	
		84,608	*Taxes*
	Planning Admin Staff Adjustments*, funded by taxes*		
	Remove 3x Grid 9s - salary	(192,000)	
	Please with 3x Grid 11s - benefits	204,000	
	Total increase from staff reclassification	**12,000**	*Taxes*
	Planning Admin Staff Adjustments*, funded by taxes*		
	Remove 3x Grid 15s - salary	(228,000)	
	Replace with 3x Grid 18s - benefits	249,000	
	Total increase from staff reclassification	**21,000**	*Taxes*
	Total New Staff (P) Costs	**293,059**	

STAFFING (Temporary)

Freshwater Co-op Student *(FT, 4 months), funded by taxes*		
Salary	16,538	
Benefits	4,201	
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	**21,993**	*Taxes*
Total New Staff (T) Costs	**21,993**	

Islands Trust
Budget 2023/24
SURPLUS ALLOCATIONS

Area	Project/Area	Prior Year Carryover $ - allocated from surplus	New $ allocated from surplus	Total Surplus Funding in 2022/23	Dept	*BIM Contrib Factor*	$ Credit to BIM
	Allocation of Funding Transferred from General Revenue Surplus Funds:						
	Extraordinary operating costs - non-planning staff salaries	-	76,500	**$ 76,500**	TC	*100%*	$ 76,500
Strat	Reconciliation Action Plan implementation	-	30,000	**30,000**	TC	*100%*	30,000
Strat	First Nations Engagement Plan - ITC	-	10,000	**10,000**	ITCB	*100%*	10,000
Strat	Policy Statement Amendment	-	50,000	**50,000**	TC	*100%*	50,000
Strat	Stewardship Education Program	-	20,000	**20,000**	TC	*100%*	20,000
Strat	Secretariat Services	-	15,000	**15,000**	TC	*100%*	15,000
Strat	RPC Projects Placeholder (not finalised)	-	50,000	**50,000**	LPS	*0%*	-
	Governance Committee Projects (not assigned)	-	15,000	**15,000**	TC	*100%*	15,000
Admin	Accessibility Plan Development	-	2,500	**2,500**	TC	*100%*	2,500
	Total transfer from General Revenue Surplus Fund (GRSF)	-	269,000	**269,000**			219,000
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:						
	Pool for Allocation to LTCs in Year	-	36,500	$ 36,500	LPS	*0%*	$ -
	Allocation of remaining funds to any named project	-	15,500	$ 15,500	LPS	*0%*	$ -
		-	52,000	**52,000**			$ -
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 321,000**			

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

(NOTE: FPC recommended project be capped at $50,000 and that options be provided to Trust Council to adjust the scope of work pending approval of the budget in due course).

- $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)

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: 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.

• $20,000 – Part-time backfilling of Senior Policy Advisor (SPA) position for 3 months	
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

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):

- [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 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

DRAFT

Budget Funding Request
Short-Form Business Case

Not yet reviewed or endorsed by Regional Planning Committee. Their review will take place on January 17, with reporting to FPC on decisions the day subsequent.

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:

Regional Planning Committee
c/o Stefan Cermak, Director, Planning Services

Business Area:

Freshwater Sustainability Strategy

Name of Request:

Freshwater Sustainability Implementation

$50,000 – Development of Web portal and communications products

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:

January 17, 2023

Funding Required for (date range):

FY 2023/24

ISSUE/OPPORTUNITY:

Water resources in the Islands Trust Area are inherently vulnerable. The Groundwater Sustainability Science Program that has been supported by Trust Council delegated funding over the past term confirms this. Groundwater aquifer mapping and water budget analysis provides data to inform policies, regulations, and communications and engagement projects.

The 2018-2022 Islands Trust Strategic Plan called for the development of a regional freshwater management strategy, the development of water budgets for groundwater aquifers in the Trust Area, and the development of a model land use regulation addressing freshwater sustainability that includes groundwater, rainwater

catchment and greywater recycling. This direction contributed to the initiation of the Groundwater Sustainability Science Program and the development of the Freshwater Sustainability Strategy (FWSS).

Freshwater Sustainability Strategy (FWSS) was developed in 2021. It involved representatives of different levels of government, water purveyors, consultants, community organizations, Islands Trust Staff and Trustees, and Indigenous Knowledge Holders as part of the advisory committee contributing to the development of goals, objectives and actions. In December 2021, the FWSS was received by Trust Council. At the same time Trust Council deferred business cases that focused on the development of a communications and outreach plan and related resources.

The FWSS can be found here:
https://islandstrust.bc.ca/document/freshwater-sustainability-strategy/

Communications and outreach is a priority. This was recognized by the former regional planning committee. While many steps have been taken to improve data to inform decision making related to supporting the sustainability of groundwater resources, easy access to the information in an accessible form for planners, trustees and the public is critical for gaining support and implementing freshwater sustainability projects, successful collaboration with other jurisdictions and encouraging individual action. Effective and accessible communication tools will also provide an opportunity for transparent monitoring and evaluation of the FWSS actions.

Financial and staff resource commitments are critical to the development of, and improved access to, the information related to freshwater sustainably strategy implementation. These include dedicated time of the Senior Freshwater Specialist (SFWS) (0.25 FTE), Regional Planning Team (RPT) (0.25FTE) and a senior level co-op student (1 FTE for 4 months, $18,000 (separate business case)).

PROJECTED RESULTS/DELIVERABLES:

- A web-based platform to access to freshwater sustainability resources
- A platform to share the Freshwater Atlas to be developed by a Freshwater Technical Coordinator (a co-op position)
- Freshwater profiles for all islands
- Other educational materials (ex: Q&A document)

RISK ASSESSMENT:

This project can only move forward with funding and dedicated staff time. In the absence of funding, materials available to share will remain technical in nature and accessed from a variety of locations on the Islands Trust website (e.g. mapping page, separated LTC projects pages, the Freshwater projects page). Numerous trustees, staff and public have expressed concern about challenges finding information related to programs under the FWSS.

ALTERNATIVES CONSIDERED:

Option 1: Proceed with funding allocation as identified. This would support the FWSS's priority focus on the need for effective outreach and communications. It will facilitate more efficient use of existing and future information by helping to increase staff, trustees and the public's understanding of data collected and other related information. Financial = $50,000, Staff = O.5 FTE.

Option 2: Do not develop web portal – Communications products would be created but access would limited and challenging. As a result the use of the communications products may be limited. Financial = $25,000, Staffing = 0.40 FTE.

Option 3: **Develop web portal only**. A platform for sharing communications products as they evolve would be created and populated with materials that currently exist on the Freshwater projects page https://islandstrust.bc.ca/programs/freshwater-sustainability/ in a more organized form. Additional communications products would be limited to Q&A in technical language, Financial = $25,000, Staff = 0.25 FTE.

Option 4: **Proceed without funding**. Communications products would be limited to Q&As in technical language posted on existing Freshwater projects page. Financial = $0, Staffing = 0.15 FTE (SFWS only) as direct time. Indirect time assisting Trustees, Staff and public with accessing and explaining information would increase. This was the case in FY 2021/22.

CRITICAL SUCCESS FACTORS:

- Communications products developed
- Web portal developed
- Freshwater Atlas and Freshwater Island Profiles posted in web portal in addition to other plain language material as well as detailed maps and reports.

RECOMMENDED OPTION:

$50,000 – Development of Web portal and communications products.

TASK	AMOUNT
Development of Communications Products - Island Freshwater Profiles - Web Portal Branding - Plain Language Webpage Content (eg.page intro paragraphs, plain language Q&A) - Graphics	$25,000
Technical Development of Portal	$25,000

This funding will support implementation of this component of the Islands Trust strategic plan. As the only Trust Council priority at this time that has a designated strategy clear communications material that can be accessed easily will demonstrate to the public and to potential future funders that freshwater sustainability will continue to be an Islands Trust priority.

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:

Creating accessible communications products and demonstrating implementation of priorities in the FWSS has the potential to attract more funding for other FWSS actions. It is also valuing the investment in the work that has been done through the Groundwater Sustainability Science Program.

Qualitative Analysis:

Having easy to access plain language resources and strong visual communication tools will:

- Make it easier for trustees, staff and the public to understand how groundwater mapping and data can be applied to land use decision making by facilitating understanding of groundwater vulnerability and measures needed to support freshwater sustainability.
- Encourage island residents to protect and conserve water resources by identifying in plain language the impacts of their actions
- Help facilitate collaboration with other levels of government, First Nations, community organizatios and other relevant agencies by making data, research and project information easy to find
- Attract potential funding by demonstrating commitment to implementing the Islands Trust's Freshwater Sustainability Strategy
-

PURCHASING PROCEDURE:

- Technical website work will be added to existing contract of current website maintenance and development
- Standard procurement procedure via RFP will be followed for hiring of communications professional

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?)*

RPC will be able to provide input into deliverables at each regularly scheduled meeting.
Work will be completed by March 30th 2024.

STAFF RESOURCING:

Resource Needs:

Product/Job	Financial Resources	Human Resources
Q + A, Management of Atlas and development of educational / communication materials		0.25 Senior Freshwater Specialist (with co-op).) 0.75 without co-op.
Plain language documents, groundwater profile templates and writing, graphic design	$25,000	Project Management 0.25 Regional Planning Team
Webpage technical work	$25,000	Annual upkeep will be part of overall site upkeep
Total for FWSS Implementation 23/24	**$50,000**	**0.5 FTE**

*As the project involves website and communications some Information Service and Trust Area Services staff time will be required.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The Senior Freshwater Specialist and Regional Planning Team member will work closely with Information Services staff as wells a Trust Area Services staff.

RPC, via Stefan Cermak, Director, Planning Services

Initiator Name, Title	1/12/2023 Date
Reviewed by Department Lead: Name, Title	Date

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

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):

- [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 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

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

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:
Heather Kauer
On behalf of the DE LTC

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

Budget Source (select all that apply):

- [x] **Specific Project Funding**
  - [x] 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: _____
- [x] **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.

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

Initiator:

July 19, 2022

Date

Director/CAO

Date

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:
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~~
$18,000

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:** 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:

amended Jan. 9, 2023

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~~ $8,000
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.

Amended Jan. 9, 2023: recommed $18,000

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

$18,000 for community engagement and assessement of priorities and strategies

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

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:
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: <u>Quantitative Analysis:</u> $16,000.00 for fiscal 2023/2024 for Phase 3 Includes cost savings by limiting consultant involvement to significant engagement events/activities. <u>Qualitative Analysis:</u> 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	October 5, 2022
Initiator Name and Title	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):

- [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 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

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TO BE COMPLETED BY INITIATOR

Initiated by: Louisa Garbo	**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
Business Area: Salt Spring Island Local Trust Committee	
Name of Request: Major amendment to SS OCP and SS LUB	
Date of Funding Request: November 10, 2022 amended Jan. 9, 2023	**Funding Required for (date range): April 1 2023-March 31, 2024, total ask of ~~$227,000~~** $96,000

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.

Protection of Coastal Douglas-fir Zones and Associated Ecosystems:

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~~ $6,000
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~~ $96,000**

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 $96,000 ~~$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. These costs are proposed to be shared with other SS LTC projects.
- The cost of $6,000 ~~$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	August 15, 2022
Initiator Name and Title	Date
Stefan Cermak, Director, Planning Services	Sept. 19, 2022 amended Jan. 19, 2023
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

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TO BE COMPLETED BY INITIATOR

Initiated by: Louisa Garbo	**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:**
Business Area: Salt Spring Island Local Trust Committee	
Name of Request: Ganges Village Area Plan	
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.

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

Operational Projects Business Case Summaries

& Staffing Business Case Summaries

Manager, Finance & Accounting - 1.0FTE
Amount: $100,000 annually
Sponsor: Islands Trust CAO and Management Team

This new full-time business leadership position is proposed to address inadequate staffing within the administrative services team, specifically within finance. A strong, properly resourced finance department is essential to support sound, high quality business processes and decision-making. Historically and currently, without proper finance staff resourcing the Director of Administrative Services has unreasonably heavy workloads, and spends a significant amount of time in the day-to-day finance and related administrative business of the Trust, restricting the capacity of the role to engage in strategic and higher-level work associated with the finance, human resource, and information services functions that are under the role's oversight. When strategic or higher-level work is prioritized, day-to-day tasks become delayed in completion, weakening support to other areas of the organization. In addition to salary/benefit costs, the funding request also includes costs for computer equipment, and training funds.

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.

Administrative Coordinator -1.0FTE
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.

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.

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:
Director, Administrative Services

Business Area:
Administrative Services – Finance

Name of Request:
Manager, Finance and Accounting – 1.0FTE
Salary range $69,600 - $98,400

Value of Request, 2023/24:
$100,000* – base salaries & benefits, 11 months plus training and equipment
** assumes hiring Band 2 at mid-point in salary range*

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, Full-time**
- ☐ **Temporary, FT/PT**
  Temp Duration: _____

☐ **Other – please describe:** _____

Date of Funding Request Submission:
January 18, 2023

Funding Required for (date range):
April 1, 2023 – March 31, 2024
+ annual ongoing

ISSUE/OPPORTUNITY:

Under resourcing of staff on the Administrative Services team (specifically in finance) has been an ongoing issue for many years at the Trust. Former Directors of Administrative Services (DAS) have sited workload concerns when departing the organisation, and more recently, staff in this position have experienced burnout and required extended leave to regain health equilibrium.

The Director of Administrative services oversees the finance, human resources, and information services functions of the Trust. Of these three areas of oversight, the most significant amount of time is dedicated to the finance function due to the under resourcing and poor structure of this team.

Available Working Hours

As the title suggests, Directors of an organisation traditionally spend the majority of their time directing and overseeing tasks as opposed to performing tasks. As is typical in all organisations, senior management staff must dedicate time to managing, leading, directing, and overseeing work product and staff, and consequently have less time than lower level positions to dedicate to the actual production of work.

Staff have performed analysis of working hours available to the DAS to perform the duties and functions of the position, when known hours for regularly scheduled meetings and annual time off allotments are adjusted for. Removing hours for annual leave entitlement, time spent in meetings with staff (weekly check-ins with direct reports, the CAO, meetings with the management team, all staff meetings, Occupational Health and Safety Committee meetings), time spent in public meetings (FPC, AC, EC, TC), and a modest assumption of 1 training day per quarter (minimum to maintain CPA status is actually nearly double that 1.9 days per quarter), staff quantify available working hours for the DAS to be an average of 1.5 days per week to perform all required duties of the role.

Duties expected to be completed by the DAS as the head of finance, HR, and Information Services, are too extensive to be achieved in these available working hours.

Current day-to-day recurring tasks being completed by the DAS in this 1.5 days/week window include the following, many of which are not in the job description of the DAS or any other finance staff member, but are required tasks for a properly functioning finance team: **Note this list is not exhaustive**

Finance & Financial Administration – related tasks (excluding weekly meetings with finance direct-reports, FPC/AC meeting times):

Financial Planning Committee, Audit Committee, & Trust Council work

- Budget process planning and rollout
- Budget development for areas of oversight
- Budget consolidation and amendments for management team and FPC/TC – 9 versions annually, continuous updates from September – April
- Budget reports to accompany each version of the budget for FPC and TC
- Review and update of quarterly financial reporting for FPC/TC – quarterly
- Calculation of fund balances for quarterly reporting - quarterly
- Review of monthly financial reporting (to EC/FPC) and preparation of related reports where areas of concern are identified – monthly
- Review and update of financial forecasting for FPC/TC – 2x/year
- Review and reporting on financial operations - monthly
- Review of FPC/AC public meeting minutes
- External financial statement preparation and field work with auditors for both Islands Trust and Islands Trust Conservancy entities – annually, dedicated 6 weeks of time
- Budget consultation materials preparation including charts and data for surveys, reviewing materials and communications for financial accuracy, preparing and delivering budget information sessions
- Annual involvement of preparation of insert that accompanies property tax notices to all trust area residents
- Financial policy interpretation, implementation, and review/amend as required.

Day-to Day financial controllership duties & other financial administration tasks

- See the attached draft JD for duties related to this function, all of which currently fall to the DAS
- Review of invoices for payment approval – weekly, ad hoc
- Review of EFT payments to vendors and release of payments in banking system – bi-weekly
- Review of SSIWPA financial reports – quarterly
- Journal entry review – weekly and ad hoc, increased volume at quarter-ends, year-end
- Facilities management including lease renewals – ad hoc
- Review of contracts for all departments in the organisation – constant ongoing (contract volumes up 10% over the last 10 years and 55% over the last 15 years)
- Risk assessment and approvals of insurance waivers for specific contracts – constant, ongoing
- Asset tracking and inventory maintenance – should be regularly completed
- Addressing questions from staff across the organisation on various budget and financial processes and ideas
- Addressing questions from trustees on financial-related matters, including significant involvement with the Chair and other members of FPC

Other accountabilities

- Management of investments
- Determines training needs of the organisation, develops and implements training plans
- Project oversight related to administrative services undertakings
- Participates in building and/or leading the implementation of new and strategic business processes

This list does not reflect time spent assisting staff with their duties when needed, responding to questions or emails/phone calls from staff, trustees, or the public, or time spent in strategic discussion with management team members, which can often take up significant time.

Human Resources – related tasks (excludes weekly meetings with direct-reports):

- Review and approval of new staff offers and related letters – consistent, ad hoc
- Oversight of organisation-wide Performance Management Program – annually
- Development of strategic human resourcing plans in time – ad hoc
- Review of trustee remuneration – monthly
- Review of job descriptions and classifications reviews – regular
- Oversight of organisation-wide all staff meetings – quarterly
- Orientation planning oversight for new staff – regularly, ongoing
- Advising on process related to hiring competitions, changes in staff status, and other HR related matters
- Key contact with the BC Public Service Agency on matters related to key HR policy changes

Information Services – related tasks (excludes weekly meetings with direct-reports):

- Reviews business proposals for new undertakings and initiatives
- Identifies of tech-related training needs and training session content in conjunction with staff
- Reviews service subscription contract renewals
- Strategic oversight of long-term technology plans, succession planning, business case building
- Develops plans to address identified service gaps within the organisation

Currently, a significant majority of DAS time is spent on tasks not captured in the full-time job description of the role. A variety of these tasks have been gathered to form the basis for the draft job description of the newly proposed Manager, Finance & Accounting position (attached).

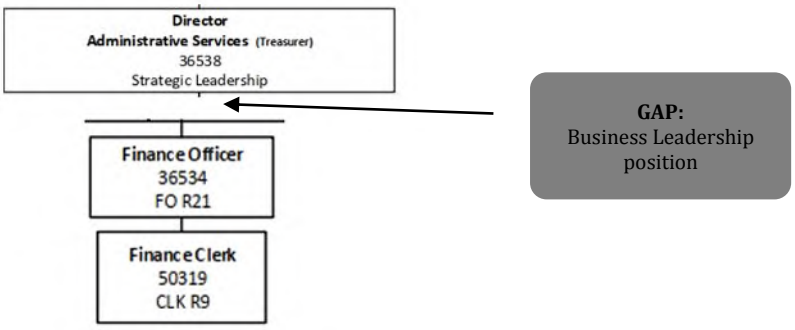
Structure of the Finance Team

The current structure of the finance team and the Director's span of control does not adequately support the breadth or depth of services supported in the department's realm of responsibility.

The Director, Administrative Services is a strategic leadership level position. However, without a business leadership position on the team, the role is stripped of sufficient time to dedicate to strategic initiatives and is forced to dedicate time to oversight and execution of daily operations. The classification grid gap seen in the finance team structure as compared to the planning team structure highlights the issue (see below).

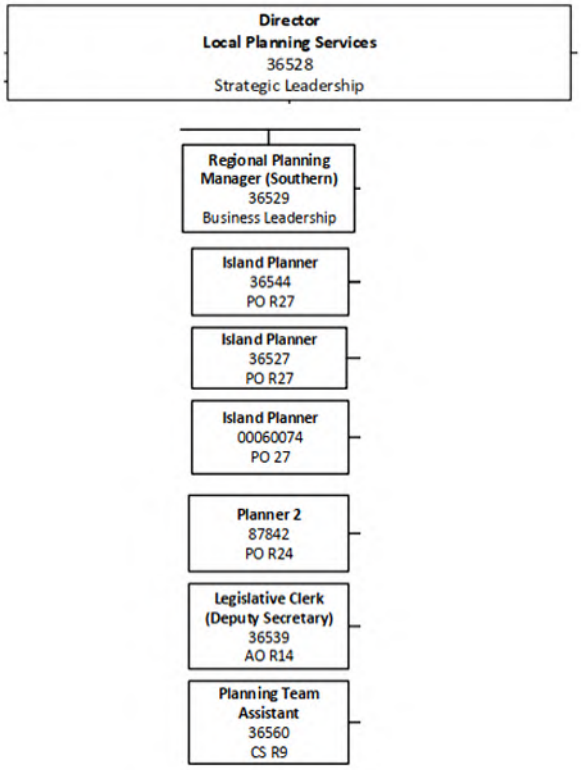
The finance team is made up of two staff members: the finance officer classified at a grid 21 level, and the finance clerk classified at the grid 9 level. The DAS is classified as a Band 5 strategic leadership level position, which means there are eight vacant classifications levels in between the DAS position and the next finance staff person. This generally means work above a grid 21 level that would fall to any of the 8 unstaffed classification levels falls to the DAS to complete. This includes all financial analysis with the exception of budget-to-actual variance analysis, which the DAS is still required to review in detail. This is an enormous amount of work in a financial context, especially given that day-to-day financial tasks and oversight activities consume a significant amount of the available DAS working time.

All functions related to financial controllership (see attached job description), financial analysis aside from variance analysis, special projects such as policy review, updating processes for changing accounting standards, any strategic leadership work for the organisation – all fall outside of base working hours for the DAS position and are not listed in the DAS job description but are currently being performed by the DAS.



Compare the finance team structure to the Planning team structure, whereby the Director is also classified as a Band 5 (same as the DAS), with the next senior-most staff at a Band 3 management level (business leadership position), followed by grid 27, grid 24, grid 21,

grid 14, grid 9. This means the Director need only (generally) take on work associated with one classification level (Band 4) between himself and the next most senior staff person on the team, as there is appropriate skills sets and classifications within the team such that work can be appropriately delegated.



The current structure of the finance team does not allow for appropriate workloads for the DAS, nor provides opportunity or capacity for more strategic level work to be engaged.

The addition of a new Manager, Finance and Accounting in a business leadership role will create capacity for the DAS to engage in the more strategic-level tasks that form the basis of their job description, including increased capacity to support strategic human resource and IS initiatives as well as finance initiatives.

PROJECTED RESULTS/DELIVERABLES:

Adding resourcing to the finance team will result in the following benefits:

- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work, reduce the risk of staff extended leaves which puts financial strain on the organisation and negatively impacts the department's provision of services to the rest of the organisation.
- Increased internal control management: This ensures established processes and policies safeguarding Trust assets are monitored in a timely and effective manner, resulting in stronger controls over organisational spending and safeguarding of assets, and reduced risk of errors in reporting.
- Reduced timelines addressing questions from staff across the organisation, allowing all business units to function more efficiently.
- Increased capacity for higher skilled staff to focus on higher skilled work, rather than spending time in the smaller details, which is an inefficient, expensive use of skilled labour.
- The ability of higher skilled staff to direct attention to corporate-wide strategic tasks and special projects, and work objectives that will bring long-term organisation benefit, as opposed to the day-to-day tasks of financial management, administration and reporting. Such special projects might include:
    - Developing templates for use across the organisation to facilitate better project management and project reporting to LTCs, Council Committees, and Trust Council.
    - Furthering specific recommendations in the Governance Report, such as developing better practices to tie the strategic plan to the financial plan on an annual and longer-term basis, or assisting in developing performance measures for the Trust to monitor its effectiveness in specific target areas.
    - Review of financial policies to upgrade policy quality, ensure clarity, and incorporate new Trust Council priorities (for example: as it related to the Trust's procurement policy - adding indigenous procurement considerations)

- More in-depth financial planning for 5-year financial plan bylaw
- Developing improved processes to facilitate easier and better decision-making internally and politically.

- Creation of capacity for staff to invest in the training of staff across the organisation to foster high-quality and efficient work product.

RISK ASSESSMENT:

Hiring a new staff resource to support the finance team comes with very little, if any, risk to the organisation. Identified risks would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates.

As the job profile for this new position has not yet been reviewed by the Public Service Agency classifications team (required), there is a risk to the budget if the position is classified differently to what staff anticipate. Higher classification to what is budgeted would result in higher salaries required for the new staff position than budgeted. This risk could be mitigated by working with PSA to amend the draft job description to classify it within budget limits, if required. Such an approach may bring reduced benefit to the organisation with lower skilled staff being recruited. If the role is naturally classified below what staff anticipate, the budget would benefit from savings due to lower salaries expense incurred for this new role.

The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

ALTERNATIVES CONSIDERED:

Option 1: Do not hire the proposed 1.0FTE
Benefits: None.
Risks: Finance staff again require extended leave due to workload concerns, staff unable to complete all assigned tasks, work not completed to highest quality standard, staff unable to adequately support the rest of the organisation as needed in their work, key staff leave the organisation, policy/process remains status quo despite the clear need and desire for change and improvement, no advancement of projects and initiatives that would benefit the organisation as a whole, reduced financial rigor as a result of staff time constraints.
Financial implications: No immediate financial implications. However, if existing staff require extended leave, the cost to fill the position is nearly doubled, as staff on leave are paid 75% - 100% of their base salary and the replacement hire would be paid 100% of their salary as well. This could mean additional costs as high as $13,000 per month.
Resource requirements: None.

Option 2: Hire a permanent 1.0FTE
Benefits: As outlined in earlier sections of this report.
Risks: Little to no risk with this option. Risks are those associated with any hiring competition: no suitable candidates are found and time has been lost in the recruitment process.
Financial implications: Approximately $100,000/year.
Resource Requirements: Staff time to run hiring competition and train successful applicant in the role.

Option 3: Hire a part-time staff position
Benefits: Similar to Option 2, though fewer. This would not generate capacity for additional work to be undertaken by the DAS, but would only allow for a proper work-life balance.
Risks: Fewer suitable candidates may apply for a PT position versus FT, increasing the risk that successful outcomes are not achieved.
Financial implications: Reduced financial resources required for PT staff, pro-rate by the % of FT that a new staff person is brought on.
Resource requirements: Staff time to run hiring competition and train successful applicant in the role.

Option 4: Engage with an independent contractor for project-related work instead of hiring a staff position
Benefits: Potential for highly skilled labour for ad-hoc projects. No benefit to alleviate the day-to-day duties that are burdening the finance team.
Risks: Risk that no suitable contractor can be found or is not available, risk of incompletion of contracts with contractors. Islands Trust has attempted this approach in the past and was unsuccessful in finding a contractor to see contracts through to completion, despite paying for a third-party talent-search company to provide contractor options.
Financial implications: Contractor hourly rates are significantly higher than staff hourly rates.
Resource requirements: Staff time to run hiring competition and train successful applicant in the role.

CRITICAL SUCCESS FACTORS:

- Properly drafted job description that includes adequate levels of education and skill, such that suitable candidates can be found during a hiring competition.
- A thorough and well-conducted hiring process needs to be undertaken to ensure quality staff are secured in the new role.
- Thorough orientation for any new hire to properly perform their duties to achieve the greatest benefit to the organisation.
- Support from Islands Trust elected officials and management to fund this new key position and dedicate resources to it.

RECOMMENDED OPTION:

Option 2: Hire a permanent 1.0FTE to the position of Manager, Finance & Accounting is the recommended option.
This option provides the greatest benefit to the organisation as discussed in this report and will result in more reasonable workloads for staff, thus appropriately mitigating risks to staff health. This option provides skilled resources to ensure desired changes and improvements to the organisation can be achieved.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:
Annual ongoing cost approximately $100,000 for salaries, benefits, training, and professional dues, with costs potentially rising by a modest amount annually if staff perform sufficient to achieve a performance-based salary increase (excluded staff increases are based on performance).
Savings will be realised in that prevention of potential future staff leaves and the need for paid leave with paid backfill will not be required with appropriate work-life balance provided for staff. Savings also realised in reduced staff turnover.

Qualitative Discussion:
Staff with appropriate work-life balance are more engaged, more productive, more invested in the workplace, less cynical, and work better with others which contributes to organisational success. Reduced turnover results in lower cost to the organisation in lost working hours, recruitment and training.

PURCHASING PROCEDURE:

No procurement process as this is not a procurement of goods or services, but a hiring of staff. A hiring process will be undertaken in accordance with standard PSA hiring practices, including: Approval to create new position, classification review of new job description by PSA, posting of job to external sources, collection and review of resumes, skill testing, interviews, reference and criminal record checks, offer letters, on boarding and training of new staff.

PROPOSED IMPLEMENTATION STRATEGY:

Assumed classification with PSA complete by April 1, 2023 in time for the new fiscal year.
Hiring process initiated mid-March 2023 upon budget approval, screening and interviews in April 2023 with anticipated new hire start date in May 2023. Training of new staff to be completed over the course of 2-3 months with true realisation of hiring benefits beginning in fall 2023.

STAFF RESOURCING:

Pre-hiring activities:

- Director, Administrative Services – draft job description for new staff (completed), screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 35 hours
- Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 5 hours
- Interview Panellists (DAS + likely 2 others) – conduct interviews and post-interview discussions, 1.5 hours/interviewee per panellist.

Post-hiring activities:

- Director, Administrative Services – training/orientation with new staff, 2-3 months
- Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation sessions – total 15 hours
- Others across organisation – orientation to other departments and relevant processes – 1 week

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The Trust management team has been informed of this undertaking and is supportive is new staff for administrative services. If the position is approved, communications to staff will be undertaken and the hiring competition will be circulated internally as well as on the BC PSA job site and over external job sites, following usual hiring process.

Attachment:

- DRAFT job description, Manager, Finance & Accounting

Director, Administrative Services	January 1, 2023
Initiator Title	Date
Chief Administrative Officer	January 12, 2023
Reviewed by Department Lead: Title	Date

Islands Trust

JOB PROFILE
Position # #####

DRAFT

Title:	Manager, Finance & Accounting	**Classification:**	Band 2 (Expected)
Ministry:	Islands Trust (60-7755)	**Work Unit:**	Administrative Services
Supervisor Title:	Director, Administrative Services	**Supervisor Position #:**	36538

PROGRAM
Located in Coast Salish territory, the Islands Trust is a federated body responsible for protecting the unique amenities and environment of more than 450 islands and surrounding waters in the southern Strait of Georgia and Howe Sound. Created by the Province via the Islands Trust Act, Islands Trust plans and regulates local land use, advocates on key issues impacting the area, and protects land through the Islands Trust Conservancy. Islands Trust works closely with other government agencies and First Nations to accomplish its mandate.

CONTEXT
The financial services team falls within the Administrative Services unit of Islands Trust and is responsible for the overall financial management framework of the organisation. Services include: accounts payable and receivable functions; internal control development, implementation and monitoring; budgeting and forecasting for revenues and expenditures; recoveries; corporate monitoring and reporting; financial operations; financial analysis and decisions support; financial accounting and policy advice; contract administration and expertise; risk and assurance services; and facilities management and coordination.

JOB OVERVIEW
The Manager, Finance and Accounting oversees the day-to-day accounting, financial, financial reporting and related business and administrative activities of the Islands Trust. The role ensures current and newly developed policies are compliant with appropriate accounting standards and corporate policy and strives for continuous improvement of process to enhance quality of service to Trust clients.

KEY ACCOUNTABILITIES

Finance and Accounting:

- Oversees establishment, updating, implementation and documentation of accounting policies under the guidance of the Director
- Provides assurance that financial operations are in compliance with PSAB guidelines, public service, and Islands Trust policies and procedures.
- Identifies and mitigates financial risks through the development, maintenance review and improvement of financial controls associated with financial reporting, procurement, payroll, and asset management.
- Oversees the compilation and review of financial statements and reports for senior management
- Oversees the compilation and review of financial forecasting.
- Reviews and updates cash flow projections to ensure cash resources remain adequate for organisational needs.

- Researches and provides advice to the Director, Administrative Services on complex and emerging accounting and financial issues
- Reviews journal entries for correctness and completeness, ensuring proper supporting documentation for each is collected and filed appropriately.
- Attests to the integrity and accuracy of financial information
- Performs financial analysis using templates and calculations, determining and supporting assumptions incorporated into analysis, and provides initial interpretations of analysis. Develops templates to support various analysis as required.
- Oversees the production of year-end financial statements and notes for the Islands Trust and the Islands Trust Conservancy, and prepares key working papers for the auditor's package.
- Participates in the budget development and review process.
- Assists in preparing communications materials that relay financial information such as charts and graphs for public circulation.
- Supports, mentors, and supervises finance staff to ensure accounting tasks and related reporting requirements are completed within stated deadlines, and follow proper process and policy.
- Provides support related to financial matters of the Islands Trust Conservancy, including review and mapping of financial transactions for purposes of financial reporting.
- Assists with other ad-hoc review, analysis, reporting, and support as required
- Ensure asset tracking and management processes are appropriate and are being implemented effectively.

Financial Administration:

- Reviews contracts prior to signing to ensure they are sound in clarity, completeness of deliverables descriptions and timelines, clear language regarding acceptance of product and billing, etc.
- Reviews risk assessments regarding waiving standard contract terms in special circumstances
- Assists with data gathering for office real estate needs assessments as required, working with senior management to determine value for money associated with property options.

JOB REQUIREMENTS

EDUCATION, TRAINING AND EXPERIENCE:

- Professional accounting designation (CPA).
- Minimum 4 years experience providing financial accounting and reporting services, preferably in a private company environment or in public practice.
- Minimum 1 year experience in supervising staff, scheduling staff, allocating work duties, managing employee performance and delivering training and direction.
- Excellent Microsoft Excel Skills (vlookup, pivot tables, charting, etc.)

Preference may be given to candidates with the following:

- Experience working in a financial audit or finance controller capacity
- Experience using SAGE300 accounting software
- Expense using Caseware financial reporting software

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of public sector accounting standards.
- Advanced knowledge of financial principles, standards and controls.
- Excellent knowledge of accounting operations.

- Strong communication, presentation/ facilitation skills.
- Ability to develop and maintain productive relationships at various levels.
- Ability to manage multiple priorities and produce results within aggressive deadlines.
- Demonstrated leadership ability.

BEHAVIOURAL COMPETENCIES:

Business Acumen is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

Planning, Organizing and Coordinating involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.

Problem Solving/Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Leadership implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.

Organizational Commitment is the ability and willingness to align one's own behaviour with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs. It also includes acting in accordance with organizational decisions and behaving with integrity.

Concern for Order reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.

INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCY:

Sustained Learning and Development means continually increasing your ability to build and maintain respectful and effective relationships with Aboriginal people. Central to this competency is appreciating that there are many other cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways. It includes an eagerness to continually reflect upon and assess your own level of cultural agility and competence, self-awareness, and expertise. It means being willing to learn in new and different ways and appreciating how diverse ways of thinking and acting can ensure the success of the BC Public Service in supporting Aboriginal self-determination.

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):
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	November 2,1 2022
Initiator Name, Title	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.
- Public 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.

Attachment 5 (1.)

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
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 outreach, 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

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):

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.

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by (name, title):
Mark van Bakel, Senior Technical Analyst

Business Area:
Information Services

Name of Request:
Expense Claim System Enhancements - $15,000

Budget Source (select all that apply):

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

Date of Funding Request Submission:
January 12, 2023

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

ISSUE/OPPORTUNITY

The Islands Trust is currently using online expense form software that is no longer supportable, putting the organization at risk of complete digital expense form system failure. In the event of a failure, staff and trustees would be unable to submit expense reports electronically, leading to significant disruptions in operations and increased costs associated with paper submissions.

Additionally, the current application is lacking in several industry-standard features, such as the ability to submit digital receipts, which is an expected feature in modern system analogues. Upgrading to a new system would bring the Islands Trust in line with industry standards and respond to enhancement requests for these features by both staff and trustees.

PROJECTED RESULTS/DELIVERABLES:

The projected results/deliverables associated with this funding request include:

1. A detailed project plan that outlines the timelines, resources, and tasks required to implement the new system.
2. A new, modern and supportable online expense form system that meets industry standards and addresses the issues and opportunities described above.
3. Data migration from the current system to the new system, including travel expense allowances and any other relevant data.
4. Training materials and documentation for staff and trustees on how to use the new system.
5. Ongoing maintenance and support to ensure the system continues to function properly and meet the needs of the organization.
6. Reports and metrics on the system's performance and usage, together with feedback from staff and trustees, which will be used to inform and drive continuous improvement of the system over time.

Overall, the implementation of this plan will provide a modern and supportable online expense form system that meets industry standards, addresses the issues and opportunities described above, and improves the organization's operations.

1. Modernizing the expense reporting system to align with industry standards, making it more reliable and efficient.
2. Reducing the risk of complete digital expense form system failure, ensuring business continuity for an estimated 5 years.
3. Improving overall workflow efficiencies for finance staff by providing new features and functionalities like digital receipt submission, reducing staff time to compile claims and obtain manual approval, therefore generating capacity for other tasks.
4. Achieving organizational objectives related to risk management (i.e. business continuity planning) and modernizing operations (i.e. reducing reliance on paper documents) by implementing a more reliable and efficient expense reporting system.
5. Addressing a long standing enhancement request for digital receipt submission features by both staff and trustees.

RISK ASSESSMENT:

Potential risk factors associated with the implementation of a new online expense form system include:

1. Technical difficulties or bugs in the new system, leading to disruptions in operations and increased costs.
2. Inadequate training or support for staff and trustees, leading to confusion and frustration.
3. Cost overruns due to unexpected expenses or delays in the implementation process.

To mitigate these risks, the following options may be considered:

1. Perform adequate quality assurance testing, ensuring that the new system meets the agreed upon performance, design, reliability, and maintainability expectations.
2. Provide clear communication, training, and support to staff and trustees to ensure they understand the benefits of the new system and how to use it.
3. Develop a detailed project plan that includes contingencies for unexpected expenses or delays, and regularly review and update the plan to ensure that it stays on track.

ALTERNATIVES CONSIDERED:

Option 1: Do nothing.
The first alternative considered would be to do nothing and continue to use the current online expense form system. The benefit of this option is that there would be no immediate costs associated with upgrading the system, but the risks include the potential for system failure and disruptions in operations, increased costs associated with paper submissions, and the system not meeting the needs and requests of staff and trustees.

Option 2: Replace with off the shelf third party application.
A second alternative would be to replace the current system with an off-the-shelf third-party application that meets the organization's needs. The benefits of this option include a lower initial cost of implementation compared to a custom solution, and a faster time to deployment. The risks include that the off-the-shelf solution may not fit the organization's specific needs and may require additional customization, which can be costly and time-consuming. Financial implication of this option is the long term cost of maintaining the third-party software. Although the upfront costs are likely to be lower, the long term licensing and maintenance fees are likely to be higher.

Option 3: Hire a contractor to develop a custom solution.
The third alternative is to hire a contractor to develop a custom online expense form system that meets the organization's specific needs and standards. The benefits of this option include a solution that fits the organization's needs exactly, and the ability to add unique features and functionality in the future. The risks include a higher cost of implementation compared to an off-the-shelf solution and the potential for delays if the contractor is unable to deliver on time. This option requires more resources and expertise to implement. Financial implication is the cost of hiring the contractor during the development, implementation and maintenance phases of the project. Initial resource requirements are higher than the other options, but the long term requirements are anticipated to be lower over an anticipated five year software life span.

CRITICAL SUCCESS FACTORS:

Critical Success factors that have been identified in this initiative include*:*

1. Budget: Adequately funding the development, implementing and maintenance of the new system is critical to the success of this initiative. If the cost of implementing and maintaining the new system is not sufficiently funded we can assume a continuation of the current risks, such as complete digital expense form system failure. Additionally, the organization may not be able to address the lack of industry-standard features and staff and trustee requests, leading to reduced efficiency and increased costs over time.
2. Training and Support: The provision of adequate training and support for staff and trustees on how to use the new system is critical to the success of this initiative. Without proper training and support, staff and trustees may struggle to use the new system, leading to confusion, frustration and added support costs.
3. Contractor Availability: The availability of a trusted contractor with the required expertise to develop and implement the new system is critical to the success of this initiative. If the organization is not able to find a contractor with the required expertise, it may not be able to implement the new system.

RECOMMENDED OPTION:

Information Systems recommends **Option 3: Hire a contractor to develop a custom solution**. This option offers the most comprehensive solution as it provides a system that fits the organization's specific needs, and allows for the addition of unique features and functionality as needed. Even though this option may have higher

upfront costs compared to the other options, the benefits it offers outweigh the risks, and the cost of the solution over a five year period is expected to be lower compared to the ongoing license and maintenance costs of Option 2.

COST/BENEFIT ANALYSIS:

Quantitative considerations for this initiative include the financial costs of either developing or purchasing a new system, as well as the costs associated with licensing and maintaining the solution over time. One of the main considerations is that hiring a contractor to develop a tailored solution incurs higher upfront costs. However, it is important to take into account that the cost of the custom solution over the anticipated life of the software, which is estimated to be 5 years. When including the ongoing license and maintenance costs of a third-party solution, the long term cost of developing a custom solution are expected to be significantly lower.

Qualitative considerations for this initiative include the potential cost of operational disruptions during the implementation process. Disruptions will however be mitigated with the implementation of a parallel system, replacing the existing expense form only after quality assurance testing indicates that the new system meets the performance, design, reliability, and maintainability benchmarks described in the project plan.

The qualitative benefits of either developing or purchasing a solution include increased workflow efficiency and reduced staff time/costs associated with receipt submissions. This initiative also includes the added benefit of improved staff and trustee satisfaction, having responded to a long standing enhancement request, and aligning with industry standards.

PURCHASING PROCEDURE:

When it comes to purchasing procedure, there are two options to consider: Request for Proposal (RFP) and Request for Quote (RFQ). The main difference between these two options is that RFPs take into account not only the price but also the quality of a proposed project plan, whereas RFQs are awarded to the lowest bid. The RFP purchasing procedure is more involved and time-consuming, but given the critical importance of this software, it is recommended to use the RFP procedure in this case, in order to ensure the quality of the delivered product as well as a competitive price.

PROPOSED IMPLEMENTATION STRATEGY:

1. System requirements review, identifying the specific needs of the staff and trustees, as well as any industry-standard features that are expected in modern system analogues.
2. Develop, issue, evaluate, and award Request for Proposal (RFP).
3. Develop a detailed project plan that outlines the timelines, resources, and tasks required to implement the new system.
4. Coordinate with the relevant stakeholders and ensure that necessary resources and support are in place.
5. Conduct quality assurance testing to ensure that the system is functioning properly.
6. Provide training to staff and trustees on how to use the new system.
7. Roll out the new system to the organization. Monitor the system for any issues and provide ongoing support and maintenance.
8. Continuously monitor and evaluate the system's performance and gather feedback from staff and trustees. Use this feedback to make improvements to the system and ensure it meets the organization's needs over time.

STAFF RESOURCING:

The staff resources required to achieve success with this initiative will depend upon determined scope of the project and the specific needs of the organization. However, some of the staff resources that are anticipated include:

1. Project manager: to oversee the project, coordinate the work of the different teams, and ensure that the project is completed on time and within budget.
2. Business analyst: to gather and document the requirements for the new system, and to work with the vendor or contractor to ensure that the new system meets the needs of the organization.
3. IT staff: to work on the technical aspects of the project, such as installing and configuring the new system, testing, and providing support during and after the implementation.
4. Trainer: to develop and deliver training to staff and trustees on how to use the new system.
5. Finance staff: to work on the financial and process aspects of the project, ensuring any newly developed system is built with features that ensure compliance with the organization's financial policies and workflows.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management, communication and collaboration strategies are critical components of the implementation of this initiative. These strategies are important to ensure that the organization's staff, trustees and management are aware of the changes that are taking place, understand the benefits of the new system and are prepared to make the transition to the new system. This helps to build buy-in and support for the new system, and can help to mitigate resistance to change. It can also facilitate more sharing of information and knowledge, which can help to improve the quality of the new system and ensure that it meets the needs of the organization. Overall, regular communication can help to ensure that the new system is developed and implemented in a way that meets the needs of the organization and all its stakeholders, and that it is adopted and used effectively in the long term.

Mark VanBakel, Senior Technical Analyst	January 12,2023
Initiator Name, Title	Date
CAO	January 12, 2023
Reviewed by Department Lead: Name, Title	Date

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.

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

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:

October 4, 2022

Funding Required for (date range):

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 & Staffing

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.

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

Business Area:
Administrative Services

Name of Request:
Building Footprint Update: $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:** _____

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 _____

Budget Funding Request
Short-Form Business Case

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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
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):

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

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	December 7, 2022
From:	**Financial Planning Committee**	**Date Prepared:**	November 28, 2022
SUBJECT:	**2023/24 Special Tax Requisitions**		

RECOMMENDATION:
That Trust Council approve, in concept, 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, 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.

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1 **PURPOSE:**
To assist Trust Council (TC) in determining 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.

At its meeting on November 25, 2022, FPC passed the following resolution in support of funding this project as a special requisition:

> *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.*

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.

FPC provided no recommendations related to funding proposed local trust committee projects via special requisition.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: No organizational impacts of funding projects via special requisition.

FINANCIAL: 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 (FN): 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 Trust Council approve, in concept, 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, in the amount of $75,500, and that the project be put forward for public consultation.

Alternative(s):

1. That Trust Council approve, in concept, 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, in the amount of $[X], and that the project be put forward for public consultation.

2. That Trust Council deny 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 in the amount of $75,500, and that the project not proceed to public consultation.

3. That Trust Council approve, in concept, the [LTC project name here] for funding 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
Financial Planning Committee/November 25, 2022

Local Trust Committee Special Property Tax Requisitions
Frequently Asked Questions

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.

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.

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):

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

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	January 18, 2023
From:	Trust Area Services	**Date Prepared:**	January 11, 2023
SUBJECT:	**2023/24 Budget Public Engagement Process**		

RECOMMENDATION: That Financial Planning Committee approve the revised 2023/24 Budget Public Consultation project charter and direct staff to update the survey.

TRUST AREA SERVICES DIRECTOR COMMENTS: Public engagement on a proposed annual budget is optional. Should Financial Planning Committee wish to direct engagement on a proposed budget, staff could develop a draft survey using the questions offered in prior years.

1 PURPOSE:

To seek direction from Financial Planning Committee on whether and how to undertake public consultation on a draft 2023/24 budget.

2 BACKGROUND:

The Financial Planning Committee 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. Since 2016, the Trust has provided a survey and enhanced promotion of the opportunity to offer input. In 2020, the Trust introduced Facebook posts to promote the survey which has resulted in a significant increase in responses.

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

Survey results for the past four years are available on the Islands Trust's Surveys and Polls webpage: https://islandstrust.bc.ca/whats-happening/surveys-and-polls-2/

2023-24 Survey:
Staff have provided the 2022-2023 budget consultation survey as a reference with added demographic questions on housing (e.g. length of residence, rent or own, etc.) and demographics (e.g. age, gender, income, etc.) as these survey questions were recommended to Islands Trust for all future surveys by ISL Engineering, a consulting firm, who consulted on the Islands 2050 public engagement process earlier last year. Staff have not yet drafted a 2023-24 survey, but recommend updating last year's survey, should FPC wish to undertake public engagement. (Please note that the land use planning services questions do not appear to respondents who identity that they are most connected with Bowen Island, and the Salt Spring Island Tax Requisition question only appears to respondents who identify they are most connected to Salt Spring Island Local Trust Area.)

Should FPC not proceed with public engagement on a draft Islands Trust budget, staff will still administer a public engagement process in the Salt Spring Island Local Trust Area regarding the proposed special tax requisition to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island.

In 2022, the Trust held the first webinar about the budget process. Staff had previously proposed a webinar for mid-January, ahead of the survey launch, but hosting a webinar is no longer feasible this year, so it is not included in the attached draft revised project charter. During last year's webinar, 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.

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.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This project would be a Trust Area Services priority from mid-January until March 2023 and would require support from the Chief Administrative Officer, and the Directors of Administrative Services and Planning Services to respond to questions received by the public. This initiative will reduce capacity for other communications initiatives that may emerge during this time.

FINANCIAL: The reduced public engagement program is expected to cost $1,500 for graphics design and advertising costs. There is funding available for this annual program in the Trust Area Services communication budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Should Financial Planning Committee develop a draft budget at the January 18, 2023 meeting and wish to engage the public on it, staff would update last year's draft survey. Staff would test the survey before launching the engagement process.

The online survey would be open for twelve days rather than the usual seventeen days. The deadline would be the same for those who wish to respond to the dedicated email address (budget@islandstrust.bc.ca).

All communications and reporting of engagement results would adhere to Freedom of Information and Protection of Privacy (FOIPP) legislation and all public facing documents will make mention of this.

Islands Trust would issue a news release through our subscriber list; and purchase ads in four weekly newspapers (Bowen Island Undercurrent, Gulf Islands Driftwood, Gabriola Sounder and the Islands Grapevine). In addition, staff would 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 two tweets and two Facebook posts spaced out over ten days. Trustees would 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.

All submissions through the survey or via email would be monitored as would 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 would be forwarded to other staff for response.

After the deadline, staff would compile all public input along with basic analysis for Financial Planning Committee and Trust Council's review. Staff would also prepare a briefing that highlights any overarching themes from respondents.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

- TC Policy 2.3.3 - Financial Planning Committee Terms of Reference
- TC Policy 6.3.1 - Budget Process
- TC Policy 6.10.2 - Communications

5 ATTACHMENTS:

1. Draft 2023-2024 Budget Public Consultation Project Charter Version 2 (Revises scope and timeline since FPC approval of Version 1 at the August 2022 FPC Meeting)
2. 2022-23 Budget Survey with updated demographic questions

RESPONSE OPTIONS

Recommendation: That Financial Planning Committee approve the revised 2023/24 Budget Public Consultation project charter and direct staff to update the survey.

Alternative:

1) That Financial Planning Committee request that the Chair and Vice-Chair review the draft 2023/24 budget consultation survey.
2) Do not initiate public engagement regarding the 2023/24 draft budget.

Prepared By: Gillian Nicol, Program Coordinator, Trust Area Services

Reviewed By/Date: Clare Frater, Director, Trust Area Services / January 6, 2022

2023/24—Budget Public Engagement Project Charter V2

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

Out of Scope

- Town halls in each local trust area/Bowen (except SWIPPA focussed town hall on Salt Spring Island)
- Information webinar with moderated Q/A session

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 considers development of draft budget and considers whether to request public engagement	January 18, 2023
Should FPC request public engagement on a draft budget staff launch 23/24 budget engagement (after amending survey)	January 24, 2023
Close 2023/24 budget engagement process	February 5, 2023
Engagement input to FPC for consideration/forwarding to Trust Council	February 14, 2023
Trust Council reviews input and adopts 2023/24 budget	March 7—9, 2023
Issue news release about 2023/24 adopted budget and update website	March 10 or 13, 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 survey/website content and liaison with FPC

Approved by:

Clare Frater, DTAS

Date: January 6, 2023

Endorsement: FPC

V1 Date: August 31, 2022

V2:

Budget

Budget Source: Communications budget	
Item	Cost
Graphic design and advertising	$1500.00
TOTAL	$1500.00

2023/24 Budget Survey

About this Survey

Thank you for taking the time to complete our Budget 2023/24 survey. We value your input. Before you start, there are some things you need to know:

Where does your input go?

All correspondence and survey results on the draft budget are shared with Islands Trust's Financial Planning Committee in February.

Financial Planning Committee considers public input when developing their budget recommendations to Islands Trust Council. At the March Trust Council meeting, Trustees will also see all correspondence and survey results.

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 X-X, 2023.

If you would like to learn more about Islands Trust and its activities and accomplishments to date, consider reviewing our Annual Reports. If you would like to know more about the budget consider watching the recorded budget webinar.

Survey closes:
Sunday, February 5th, 11:59 p.m.

Survey logistics:
The estimated time to read and complete the survey is 15 minutes. Questions with an * at the beginning require an answer.

How to navigate this survey:
You can use the 'preview' and 'next' buttons located at the bottom of the page to switch between pages and answer as many of the questions as you would like, and to review your responses.

Once you are ready, navigate to the final page and click on the ‘submit’ button at the bottom of the page.

2023/24 Budget Survey
Freedom of Information and Protection of Privacy Act and Correspondence Policy

When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget Consultation 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 Islands Trust's Director of Legislative Services at 250.405.5169.

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. As you complete the survey please keep in mind that your comments are most useful if they are related to the Budget Survey 2023-24 process.

Comments and questions will be reviewed to remove content that is defamatory or profane, or that contains personal remarks about other individuals, their motives, or intentions, or that is otherwise inappropriate for a general audience.

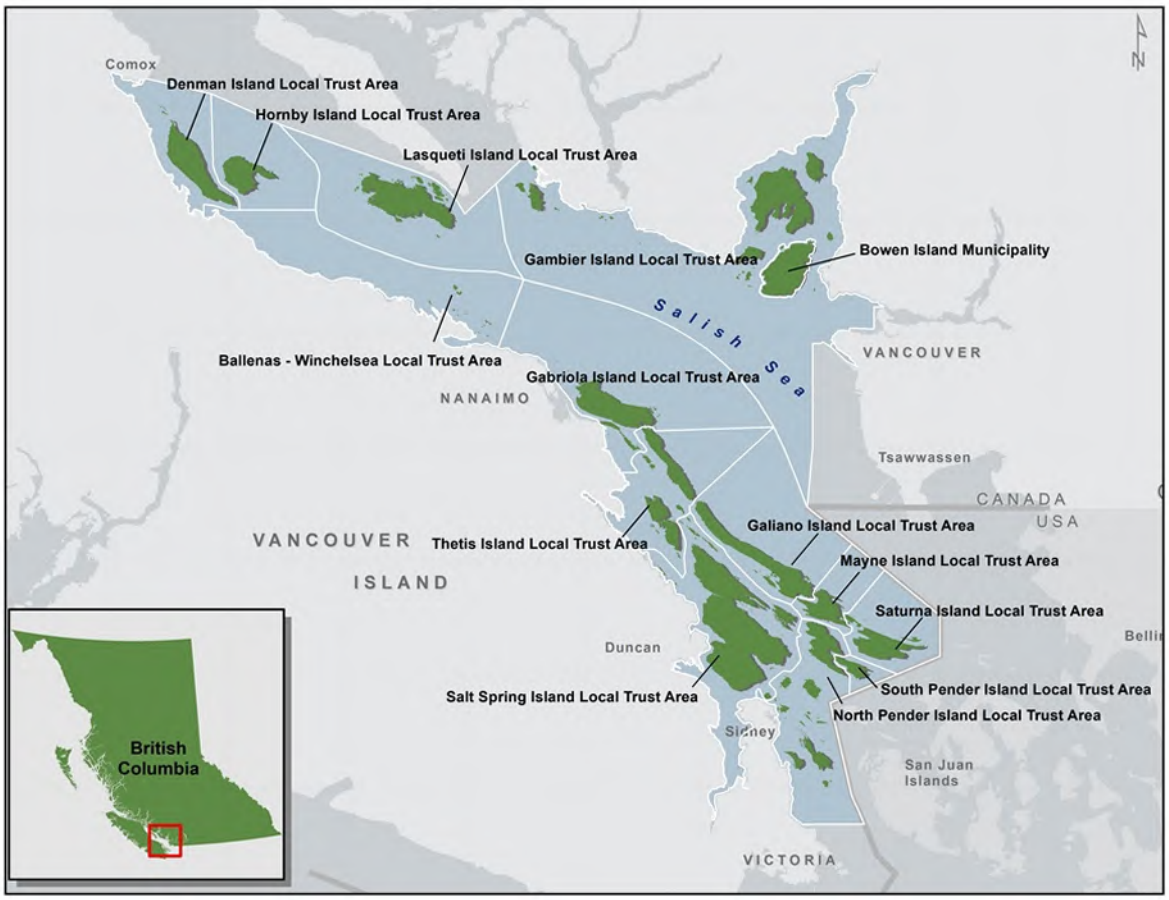
2023/24 Budget Survey

Tell us About Yourself

Information provided by these questions helps us to better understand the feedback we receive through the survey and to ensure we are hearing from broad and diverse perspectives across the Islands Trust Area.

* 1. 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)



* 2. The Islands Trust Area occupies almost 5200 square kilometers within the Salish Sea. What is your connection to the islands? Check as many as apply:

- ☐ I am a part-time resident
- ☐ I am a full-time resident
- ☐ I am a visitor
- ☐ I live adjacent to the region (e.g. On Vancouver Island or mainland BC)
- ☐ I am a non-resident property owner
- ☐ I do not wish to answer
- ☐ Other (Please explain):

3. If you are a resident or property owner, how long have you lived or owned property in the Islands Trust Area?

- ◯ Less than 1 year
- ◯ 1 to 5 years
- ◯ 6 to 10 years
- ◯ 11 to 20 years
- ◯ More than 20 years
- ◯ Prefer not to say

4. Please indicate your age

- ◯ 12-24
- ◯ 25-39
- ◯ 40-59
- ◯ 60-79
- ◯ Prefer not to say

5. Please indicate if you identify with one of these groups:

- ◯ I am a member of a First Nation whose territory encompasses the Islands Trust Area
- ◯ I am Indigenous, First Nation, Metis, or Inuit
- ◯ I am a member of a visible minority group
  According to the Employment Equity Act, members of a visible minority are people in Canada (other than Indigenous peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.
- ◯ Prefer not to say

6. With which gender do you most identify:

- ◯ Female
- ◯ Male
- ◯ Non-Binary
- ◯ Two-Spirit
- ◯ Prefer not to say
- ◯ I identify as (please specify):

7. How would you describe your housing situation?

- ◯ Own
- ◯ Co-op
- ◯ Prefer not to say
- ◯ Rent
- ◯ Unsheltered or temporary shelter
- ◯ Other (please specify)

8. Do you have children under the age of 18 living with you at home?

- ◯ Yes
- ◯ No - only have children OVER the age of 18 living at home
- ◯ No

9. Which of the following categories best describes your total household income per year before taxes?

- ◯ Under $20,000
- ◯ $20,000 to under $40,000
- ◯ $40,000 to under $60,000
- ◯ $60,000 to under $80,000
- ◯ $80,000 to under $100,000
- ◯ $100,000 to under $150,000
- ◯ $150,000 and above
- ◯ Prefer not to say

* 10. How did you hear about this survey?

- ☐ Community blog or website (non-Islands Trust)
- ☐ Email from Bowen Island Municipality
- ☐ Email from Islands Trust
- ☐ Facebook
- ☐ Other (please specify)
- ☐ Twitter
- ☐ Other social media
- ☐ Islands Trust website
- ☐ Local trustee
- ☐ Newspaper advertisement
- ☐ Newspaper article
- ☐ Word of mouth

* 11. How do you prefer to receive information from Islands Trust? Select all that apply.

- ☐ Local newspaper
- ☐ Email
- ☐ Direct mail
- ☐ Islands Trust website
- ☐ Facebook
- ☐ Twitter
- ☐ Online Community bulletin boards
- ☐ Meetings of the Local Trust Committee
- ☐ Meetings of Bowen Island Municipality
- ☐ Other (please specify)

2023/24 Budget Survey

Proposed 2023/24

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.

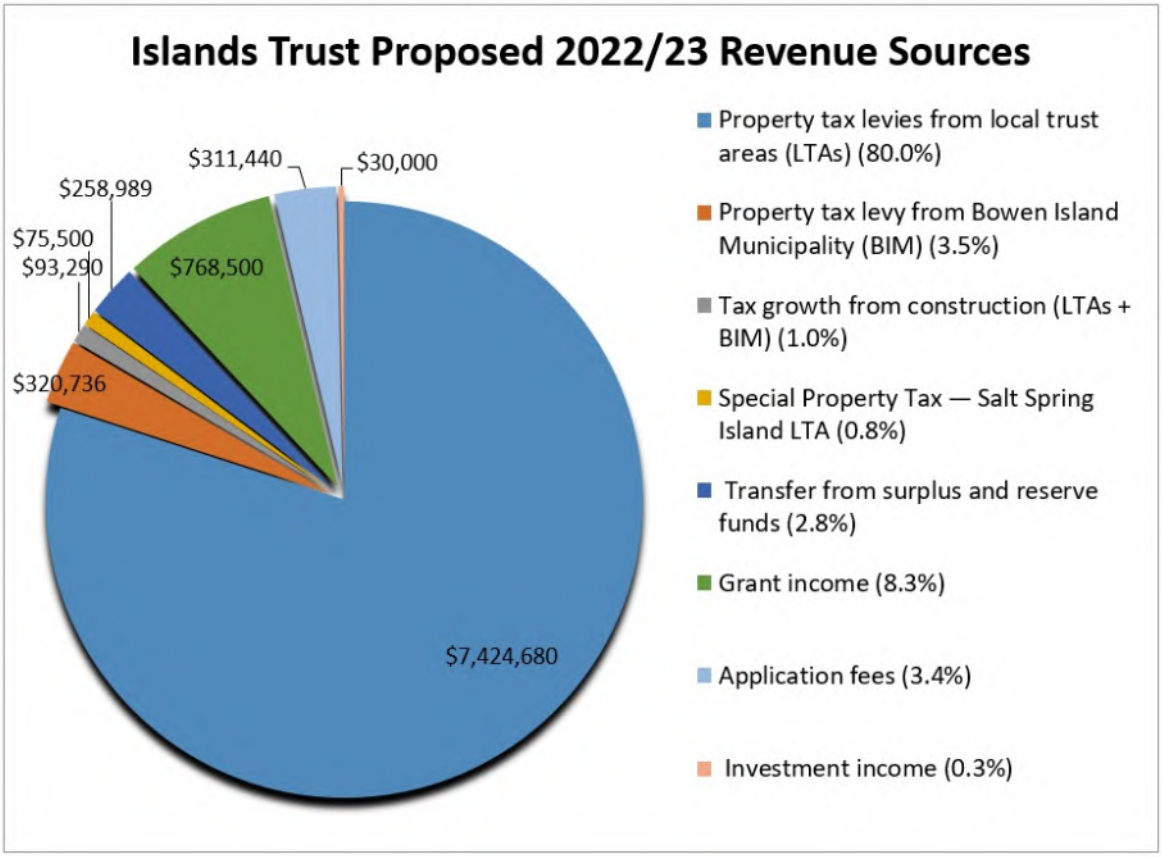
In developing the proposed budget for 2022/23 ($9,283,000), Islands Trust Council assumes that Islands Trust will maintain existing service levels and implement the [list projects described in this survey]. View a breakdown of the draft budget numbers here.

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%)



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 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

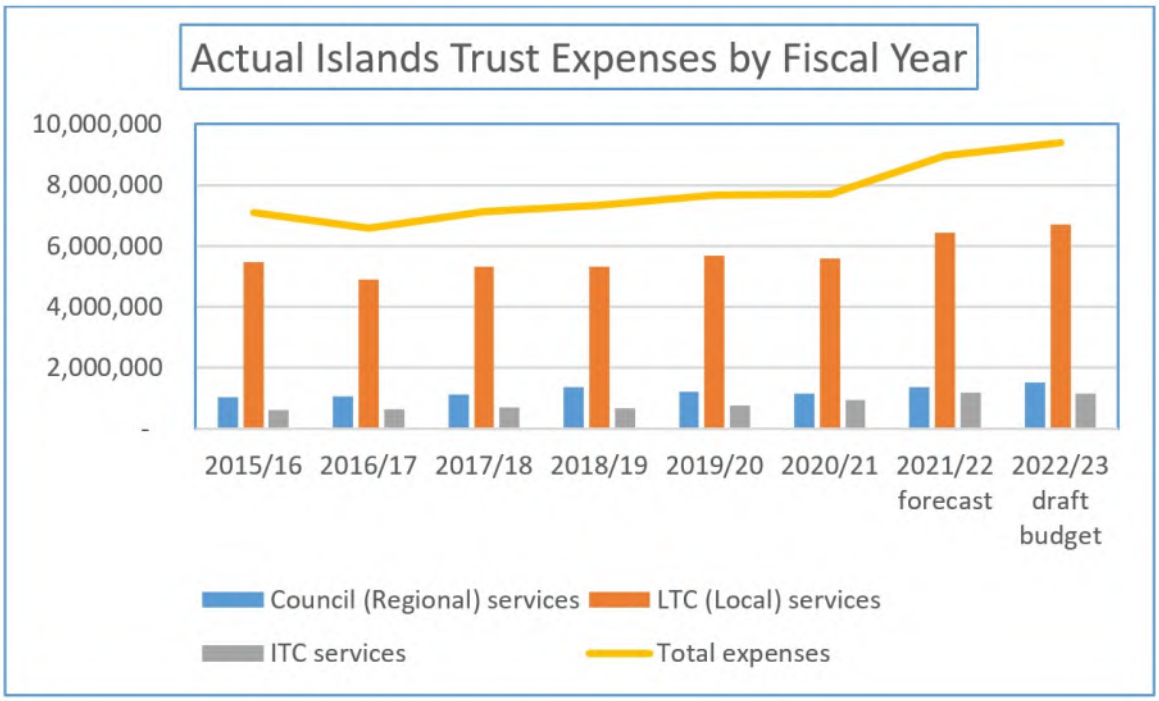
Annual percentage (%) change in property taxes (excludes Bowen Island Municipal levy[1]), approved budget expenditures, and actual expenditures since 2013/14.			
Fiscal Year (April 1 – March 31)	**% Property Tax Change** (excludes increase due to non-market factors)	**Approved Operating & Projects Budget 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

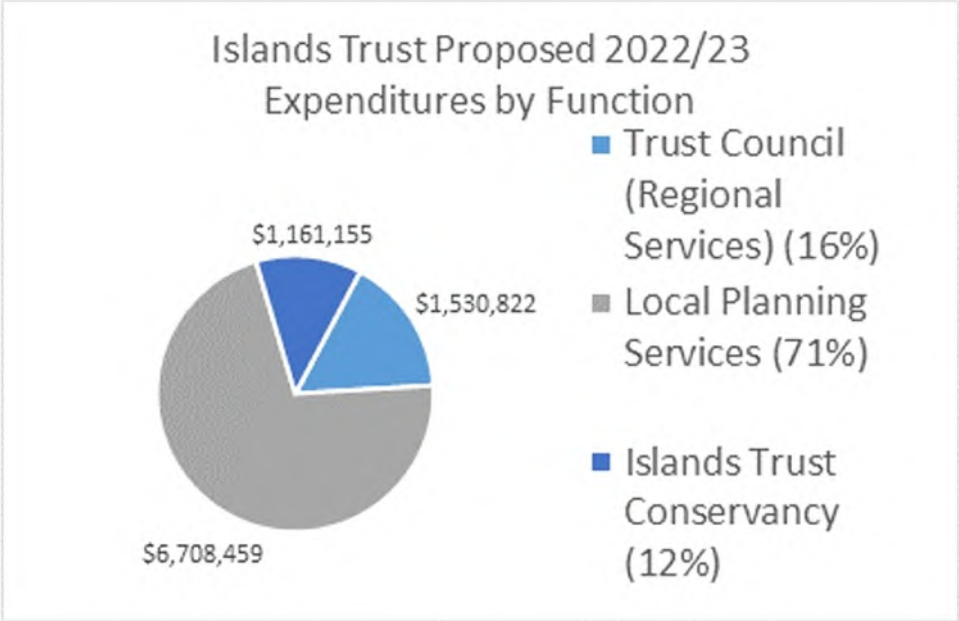
Property taxes are only one source of Trust revenue. Other revenue sources (grants, application fees, investment income, surplus funds) are not reflected in this table. As such, a direct comparison of expenditure changes versus property tax changes over time cannot be made from this table alone. It serves 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%)

* 12. **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?

2023/24 Budget Survey

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:

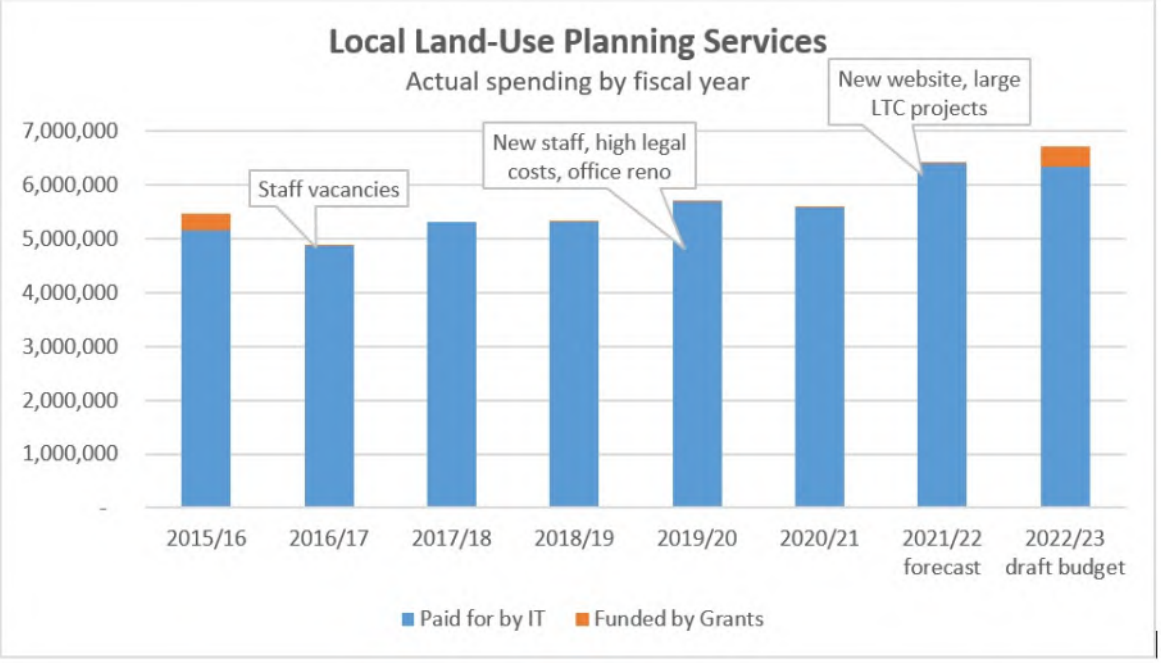
- Proactive land use planning (maintain and update 20 official community plans and 20 land use bylaws)
- Application processing (e.g. property rezonings, development permits, public hearings about proposed bylaws)
- Local trust committee meetings
- Community information meetings (e.g. land use planning 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



13. Would you like to see funding for local land use planning services:

- ◯ Increased
- ◯ Stay the same
- ◯ Decreased
- ◯ I don't have an opinion

14. 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 none	Do less	Keep the same	Do more
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	○	○	○	○

2023/24 Budget Survey

Regional Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. These include:

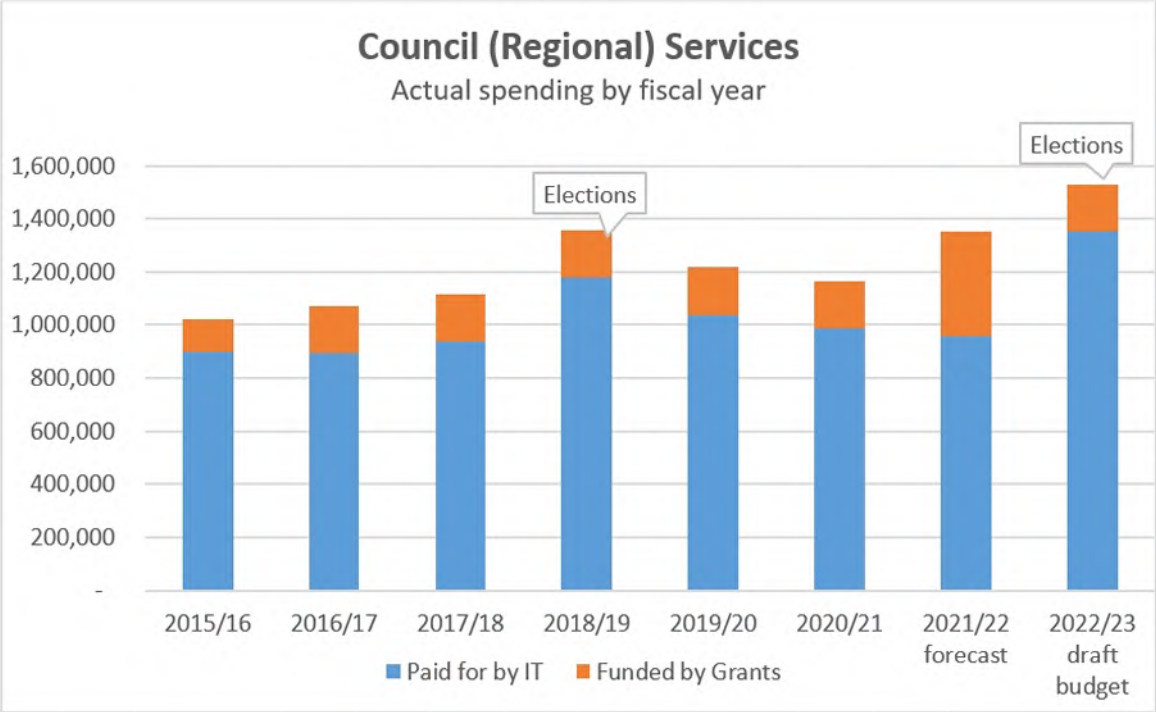
- Communications (e.g. website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- 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



* 15. Would you like to see funding for regional programs and services:

◯ Increased

◯ Stay the same

◯ Decreased

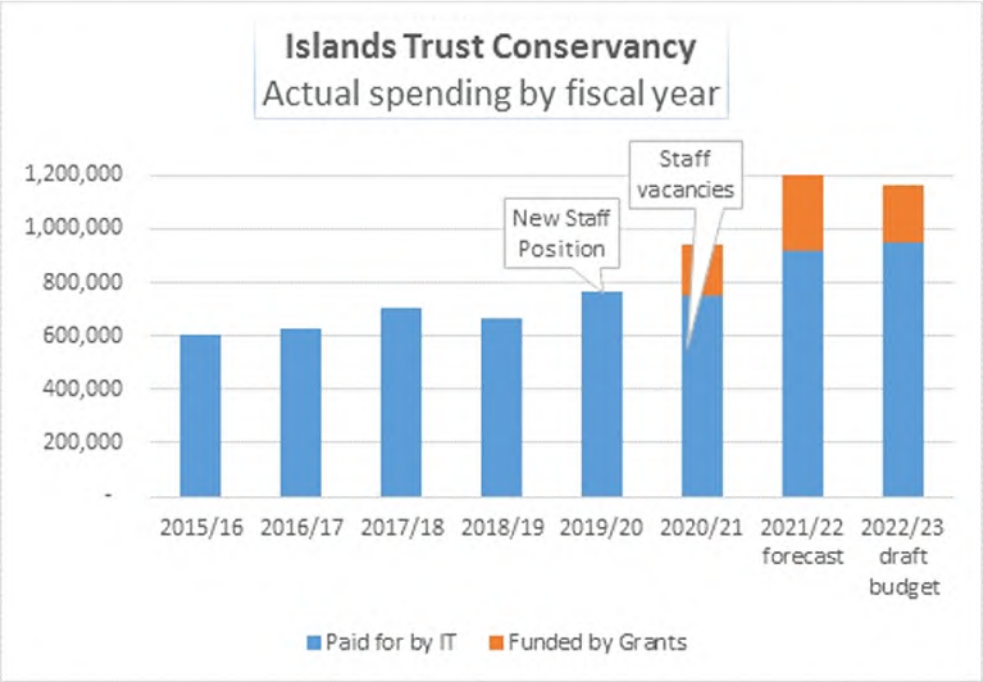
◯ I don't have an opinion

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.



* 16. Would you like to see funding for the Islands Trust Conservancy?

- ◯ Increased
- ◯ Stay the same
- ◯ Decreased
- ◯ I don't have an opinion

2023/24 Budget Survey

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.

17. 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
- ◯ I don't know
- ◯ No
- ◯ I don't have an opinion

Comments (optional):

18. 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):

2023/24 Budget Survey

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/

19. Please provide additional comments on your choices you made in this survey (optional):