Islands Trust

Financial Planning Committee
Agenda

Date:	Wednesday, November 8, 2023
Time:	10:00 am - 3:00 pm
Location:	Electronic Zoom Meeting

That Financial Planning Committee request staff to schedule a demonstration of the CityView software bylaw enforcement extension on [date] at or near [time].

9. BUSINESS - NEW

For review and referral to Trust Council before each quarterly TC meeting

That Financial Planning Committee approve the proposed Work Program as presented, and forward it to Trust Council for approval.

11. NEXT MEETING

Proposed date of January 24, 2024, will be confirmed when Trust Council adopts their schedule.

12. 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.

13. RISE AND REPORT

If desired.

14. ADJOURNMENT

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

Financial Planning Committee
Minutes of Regular Meeting

Date of Meeting: **October 18, 2023**
Location: **Electronic Meeting**

Members Present: Mairead Boland, Local Trustee (Vice Chair)
Tobi Elliott, Executive Committee Representative
Kristina Evans, Trust Programs Committee Representative
David Graham, Local Trustee
Peter Luckham, Executive Committee Representative
David Maude, Executive Committee Representative
Laura Patrick, Regional Planning Committee Representative
Tim Peterson, Executive Committee Representative
Susan Yates, Islands Trust Conservancy Board Representative

Member Regrets: Joe Bernardo, Local Trustee (Chair)

Member Absent Jamie Harris, Governance Committee Representative

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

Others Present: One member of the public was present.

1. CALL TO ORDER

Vice Chair Boland called the meeting to order at 10:01 a.m. and acknowledged that the lands and waters that encompass the Islands Trust area have been home to indigenous people since time immemorial. Individual trustees and staff introduced themselves.

2. AGENDA

2.1 Review of the Agenda

The following was presented for consideration as new business items:
- 9.1 - Provincial and federal granting opportunities
- 9.2 – Financial Planning Committee (FPC) access to business cases in a timely manner

2.2 Approval of Agenda

By general consent the Committee approved the agenda as amended.

3. PUBLIC COMMENT PERIOD

No member of the public expressed a wish to provide comments.

4. DELEGATIONS

None.

5. CORRESPONDENCE

None.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meeting

6.1.1 Financial Planning Committee draft minutes of August 30, 2023

The Committee noted a typographical error in Resolution 2023-07 to be corrected and requested to add two sentences to the draft minutes in New Business section 8.1: "Business cases for budget requests are prepared by various Islands Trust bodies through July to October. The Financial Planning Committee is not provided with those business cases until the agenda for the October FPC meeting is published, shortly before that meeting."

By general consent the Committee approved the minutes as amended.

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List (FUAL)

The Follow-up Action List was presented for information.

7. BUSINESS – WORK PROGRAM ITEMS

7.1 Budget Overview – BRF

Director Mobbs introduced the briefing which provided the first draft of the 2024/2025 budget. Committee discussion included:

- the cost of in-person Trust Council meetings including the impact of the location of the meeting and inflation rates
- how potential litigation expenses are calculated
- the use of Dropbox is a new cost for an existing service

- reducing budget costs but continuing with work goals can create issues as there needs to be sufficient resources in place to achieve work goals
- the need to improve budgeting for activities that require more than one fiscal year to accomplish
- forecasting done in Q3 and Q4 helps to identify if some projects are behind in schedule and surplus funds might be used to fund those
- the need to broaden the scope for revenue sources such as federal and provincial grants
- an estimate of staff hours required to accomplish an activity is needed in each business case

7.2 Budget Funding Requests

7.2.1 Funding Request Summaries

Committee discussion included:

- budget increases for Islands Trust have been lower than other local governments
- core services are not generally financed by grants as they are usually used for specific purposes
- island communities have certain expectations from Islands Trust
- there is a balance between cost savings and doing important work

7.2.2 Strategic & Programming Initiatives

7.2.2.1 EC: Programming Funding – BRF

Committee discussion included:

- the purpose of the bylaw portal licensing expense is to create one integrated computer system for land-use planning that would include the Bylaw Compliance and Enforcement program rather than leaving that system in a legacy silo. This will provide improved information to the public about Bylaw Compliance and Enforcement. The migration to the new system (CityView) is expected to be complete by March 1, 2024.
- the need for a demonstration how the security of private information would be maintained in the new system and how public information would be shared

7.2.2.4 TPC: Secretariat Services - Business Case

Committee discussion included:

- concern about NGOs relying on Islands Trust support annually through the program
- Islands Trust has a responsibility to support cooperation with other organizations
- previous fora that have been supported have been successful
- there consistently is greater demand for support than what has been budgeted for

- the need to evaluate how long the funding to a particular organization is provided; and whether it would be seed funding or repeated funding
- shifting the program to being managed as grants would result in a reduction in real costs to Trust Council as no Islands Trust staff would be involved in the administrative work of the fora
- the work done by previous recipients has supported the aims and responsibilities of Islands Trust

7.2.2.5 RPC: Housing Needs Assessment: North/South Gulf Islands

Committee discussion included the need for supplemental data that reflects the information that is needed for the Land Titles Office

7.2.2.6 RPC: Housing Strategy and Housing Options Toolkit - Business Case

Committee noted that Regional Planning Committee will be receiving a demonstration of the land suitability assessment at their next meeting on November 15, 2023

Committee recessed at 12:03 p.m. and returned at 12:36 p.m.

7.2.4 LTC Projects

DPS Cermak stated that the amount for the Gabriola OCP and LUB Review is $77,000 rather than $25,000 as indicated in the business case. Committee discussion included:

- 2/3 of the requested funds involve capacity funding for First Nations engagement and public engagement
- First Nations engagement is more about relationship building rather than specific initiatives or normal referrals

FPC-2023-032

It was MOVED and SECONDED,

that Financial Planning Committee will seek staff feedback on the application of the $150,000 First Nation Engagement Grant received from the Ministry of Municipal Affairs, to be provided to Trust Council.

CARRIED

The Committee returned to agenda item 7.1

7.1 Budget Overview – BRF

Committee the Trust Council meeting expenses. Discussion included:

- current cost is about $30,000 per in-person Trust Council meeting
- when hosted on a Local Trust Area island, costs increase and required staff resources increase substantially

FPC-2023-033

It was MOVED and SECONDED,

That Financial Planning Committee request staff to provide a briefing on the true costs in terms of dollars and staff capacity, on holding in-person Trust

Council meetings, versus on smaller islands locations, versus electronic only meetings, for consideration of Trust Council in December.

CARRIED

The Committee then moved to agenda item 7.2.5

7.2.5 Islands Trust Conservancy Board (ITCB): Budget Request – BRF

Committee discussion included:

- meeting expenses have doubled as the ITCB requested to have in-person meetings, particularly in light of the recent addition of new Board members
- ITCB have asked staff to undertake an analysis of property management needs relative to available staff hours and return to the Board with a summary of the analysis and available options
- as that analysis is not complete, staff have put a placeholder in the budget for potential additional property management staff
- as the ITCB may not have time to review that analysis before the next scheduled FPC meeting, a revised business case may need to be presented at the December Trust Council meeting

8. BUSINESS - OTHER

8.1 Proposed FPC Meeting Dates for 2024 - RFD

FPC-2023-034
It was MOVED and SECONDED,
that Financial Planning Committee adopt the proposed meeting dates of January 24, February 21, May 29, August 28, October 16 and November 13 for the 2024 calendar year.

CARRIED

FPC-2023-035
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to schedule all 2024 FPC meetings as electronic meetings.

CARRIED

9. BUSINESS – NEW

9.1 Provincial and federal granting opportunities

Committee discussion included:

- the Protocol Agreement between Islands Trust and the Ministry of Municipal Affairs regarding the Provincial Funding Process needs to be reviewed, specifically the Special Provincial Planning Grant Program, to identify if there may be sources of funding for various activities such as OCP and LUB reviews, the Policy Statement amendment review with associated First Nations capacity funding, and housing needs assessments supplementary data

- Environment and Climate Change Canada (ECCC) administers Habitat Stewardship Program funds that support terrestrial stewardship projects
- potential opportunities for funding need to be integrated with the overall request to the Province to review Islands Trust funding

FPC-2023-036
It was MOVED and SECONDED,
that Financial Planning Committee request staff to investigate pursuing the provisions of Section 2.1.1 (Community Planning Grant Program) and 4.1.1 (Special Provincial Planning Grant Program) of the Protocol Agreement Between the Islands Trust and the Ministry of Municipal Affairs regarding the Provincial Funding Process with regard to OCP and LUB reviews; Policy Statement Review; associated First Nations capacity funding; and Housing and Housing Needs Assessments; and report back to FPC.

CARRIED

9.2 FPC access to business cases in a timely manner

Committee discussion included:

- Vice Chair Boland indicated that Chair Bernardo has requested the following agenda item for discussion be added to the next FPC meeting agenda: "Timing of the availability of FPC agendas".
- trustees can find it challenging to review all agenda material in the time they have access to that material prior to the meeting
- staff can find it challenging to prepare all agenda material in the time they have prior to various meetings
- staff are currently reviewing meeting procedures bylaws for Trust Council
- not all committees, not all topics, and not all times in the year might need an earlier distribution date prior to a meeting

10. NEXT MEETING

Wednesday, November 8, 2023, from 10:00 a.m. to 3:00 p.m.

11. CLOSED MEETING

The meeting was not closed

12. RISE AND REPORT

As the meeting was not closed, there was no need to consider a Rise and Report.

13. ADJOURNMENT

By general consent the meeting adjourned at 2:34 p.m.

____

Trustee Boland, Vice Chair

Certified Correct:

____

Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

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	Target: 30-Aug-2023	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: 18-Oct-2023	Completed

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: 24-Jan-2024	In Progress

Print Date: November 1, 2023

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: 24-Jan-2024	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: 24-Jan-2024	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: 29-May-2024	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: 29-May-2024	In Progress

Follow Up Action Report

Financial Planning Committee

30-Aug-2023

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee amend the Budget Assumptions and Principles document to include the following: "All business cases will included consideration of First Nation engagement needs and opportunities to advance reconciliation. All business cases will included consideration of public engagement and communication needs."	Julia Mobbs	Target: 18-Oct-2023	Completed
2 that Financial Planning Committee amend the Budget Principles and Assumptions document by adding to item 16 Planning Services an assumption that "similar projects (e.g., OCPs) will be consolidated for efficiencies where feasible" and an assumption that "Projects will not be funded unless there are sufficient staff resources to implement them".	Julia Mobbs	Target: 18-Oct-2023	Completed
3 that Financial Planning Committee ask Trust Council to consider creating guidelines on the 2024/25 budget early in the budget cycle.	Julia Mobbs	Target: 18-Oct-2023	Completed

18-Oct-2023

Activity	Responsibility	Dates	Status
1 Staff to provide an estimate of staff hours required to accomplish an activity is needed in each business case		Target: 08-Nov-2023	Completed
2 Staff to provide a demonstration how the security of private information would be maintained in the new system (CityView) and how public information would be shared	Stefan Cermak	Target: 01-Mar-2024	In Progress

Islands Trust

Follow Up Action Report

Financial Planning Committee

18-Oct-2023

Activity	Responsibility	Dates	Status
3 Financial Planning Committee seek staff feedback on the application of the $150,000 First Nation Engagement Grant received from the Ministry of Municipal Affairs, to be provided to Trust Council.	Clare Frater	Target: 06-Dec-2023	In Progress
4 staff to provide a briefing on the true costs in terms of dollars and staff capacity, on holding in-person Trust Council meetings, versus on smaller islands locations, versus electronic only meetings, for consideration of Trust Council in December.	Julia Mobbs	Target: 08-Nov-2023	Completed
5 staff to schedule all 2024 FPC meetings as electronic meetings: January 24, February 21, May 29, August 28, October 16 and November 13 for the 2024 calendar year	Robert Barlow	Target: 31-Dec-2023	In Progress
6 staff to investigate pursuing the provisions of Section 2.1.1 (Community Planning Grant Program) and 4.1.1 (Special Provincial Planning Grant Program) of the Protocol Agreement Between the Islands Trust and the Ministry of Municipal Affairs regarding the Provincial Funding Process with regard to OCP and LUB reviews; Policy Statement Review; associated First Nations capacity funding; and Housing and Housing Needs Assessments; and report back to FPC.	Clare Frater Russ Hotsenpiller	Target: 31-Jan-2024	In Progress

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	November 8, 2023
From:	Administrative Services - Finance	**Date Prepared:**	October 24, 2023

SUBJECT: **SEPTEMBER 30, 2023 FINANCIAL REPORT**

RECOMMENDATION:
That Financial Planning Committee forward the September 30, 2023 Financial Report to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The first quarter financial report indicates that Islands Trust is generally following the financial plan for 2023/24.

1 PURPOSE:
To summarize the findings of the September 30, 2023 second quarter financial report.

2 BACKGROUND:
Islands Trust Policy 2.3.1 Council Committee Systems requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and forwarded to Trust Council as part of this requirement.

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

As at September 30, 2023 Islands Trust has consumed a net 46% of the annual approved budget which is slightly below expected for this time of year. Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 50% expected set (where significance is determined as more or less than 10%, and more or less than $5,000) are discussed in this report.

Revenues
Total revenue is higher than the 50% benchmark due to the following:

~ Fees and sales is higher than expected by $40,000 (21%) due to increased application volumes for development permits, temporary use permits, and siting use permits. Development permit revenue is almost doubled over same time last fiscal year.

~ All general and special property tax revenue from local trust areas and from Bowen Island Municipality reports at 100% recognised, as these were received within usual timelines in the first quarter of the fiscal year.

~ The provincial unrestricted grant reports at 100% recognised due to the full value of the unrestricted operating grant received in the first quarter.

~ Investment income is higher than the expected by $76,000 (57%) due to continued high interest rates.

Expenses by Functional Service Area

Council Services

Council Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. These expenses report at $745,000 (48% of budget), lower than expected by $36,000 (2%).

No individual line items within Council services deviate significantly from expected; however, items worthy of note include the following:

~ Trust Council spending is $23,000 (6%) above expected due primarily to higher than anticipated costs for new Chair training and related travel, and higher legal advisory costs related to topics raised by delegations to Trust Council.

~ Trust Area Services spending is $52,000 (8%) below expected due primarily to vacancies in the roles of Senior Indigenous Relations Advisor, Senior Policy Advisor, and the new Administrative Coordinator. These vacancies contribute to delays in related work including on Communications, Policy Statement Amendment Project and advancement of the Reconciliation Program. Spending on this work is expected to occur later in the fiscal year.

Planning (LP) Services

LP Services expenses include costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; and bylaw enforcement; as well as an allocation of general administrative expenses. These expenses report at $3.1M (45% of budget), lower than expected by 345,000 (5%).

Individual expense lines within LP services that deviate from expected are as follows:

- **Local Trust Committees (LTC) costs** are comprised of rent, phone, internet and office service for on-island trustee offices, the trustee portion of insurance costs, general legal costs, bylaw enforcement legal costs, legal litigation costs, statutory notices, EC travel expenses to chair LTC meetings; trustee-incurred expenses, LTC and APC meeting expenses, LTC communications, special project expenses, LTC statutory notices and the LTC portion of trustee remuneration and benefits.

  Total LTC spending to September 30, 2023 is $504,000 (62% of budget), higher than expected by $98,000 (12%), due mainly to the following:

  ~ Legal costs incurred were higher than planned due to advancement on two contempt proceedings. Of note is that Islands Trust has been awarded legal costs for these proceedings, which will see costs recovered in future quarters which will offset this expense line. High activity related to legal actions formerly placed on hold due to prior year cost constraints has also contributed to the higher than anticipated spending in this fiscal year to date, as well as the procurement of two unanticipated legal opinions for LTCs.

  ~ Travel costs for Executive Committee members to chair LTC meetings report at $15,000 (125% of budget). It is anticipated that these expenditures will be approximately $30,000 (251% of budget) by the end of the fiscal year. This is due to the unanticipated extra accommodation costs incurred by EC members to attend meetings in-person, which is a product of EC members resident location, the LTCs they chair, and related ferry restrictions, particularly for Lasqueti Island members.

- **Planning Project** costs are comprised of all LTC and Regional Planning Committee projects, including the regional freshwater management project, housing strategy, groundwater recharge mapping, work associated with the Local Government Development Approvals program, and as well as the coordination of the Salt Spring Island Watershed Protection Alliances (SSIWPA). Planning projects report a total spent of $61,000 (11% of budget), less than expected by $209,000 (39%).

This underspending is primarily a result of the following:

- *LTC Projects* reports at $122,000 (43%) below expected, due to:
  - LTC prioritization of other projects and initiatives has resulted in no spending on Salt Spring Island's Village Area Planning project and Bylaw Review Procedure Updates project.
  - A delayed start to the Denman Island Housing Review project and the Hornby Island OCP/LUB project while the respective LTCs determine their approaches to First Nations engagement. These projects will both move ahead in the second half the year and the expectation is that the full budgets will be spent before fiscal year end.

- *Other Planning Projects* report at $87,000 (60%) below expected, due primarily to:
  - Spending on the Salt Spring Island Water Protection Authority (SSIWPA) coordination project is below expected by $21,000 (49%). This was due to a combination of new staff taking time to get familiar with the project, and delays in reporting and LTC direction.
  - Delays in the Local Government Development Approvals Program (LGDAP) project, primarily as a result of contractor time constraints due to the contractor supporting most BC local governments who have received funding under this program. This project is expected to be completed in the current fiscal year.
  - Underspending on the Regional Freshwater Management project of$4,000 (17%) below expected due to delays in the project by the contractor.
  - Spending on the Groundwater Recharge Mapping project is $4,000 (43%) below expected due the timing of mapping software acquisition taking place later in the year.

- **Planning Staff** costs include employee salaries, benefits, training and travel costs, as well as any contracted human resources associated with planning work. Spending to September 30, 2023 reports at $1.4M (44% of budget) which is below expected by 177,000 (6%). This is due to vacancies in the following staff positions:

  - LTC Meeting Administrator – one vacancy for two quarters ($25,000)
  - Island Planner, Northern office – one vacancy for two quarters ($44,000)
  - Salt Spring Island Planning Team Assistant – one vacancy for two quarters ($17,000)
  - Island Planner, Northern office working part time for two quarters ($22,000)
  - Administrative Coordinator (portion) – one vacancy for two quarters ($10,000)
  - Senior Indigenous Relations Advisor (portion) – one vacancy for one quarter ($12,000)
  - Island Planner 1, Salt Spring Island office – one vacancy for 2.5 months ($15,000)
  - Administrative Assistant, Salt Spring Island office – one vacancy for 1.5 months ($6,000)
  - Planning Technician – one vacancy for one month ($5,000)
  - Planning Team Assistant, Southern office – one vacancy for 2 months ($9,000)

- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, and travel costs. Spending to September 30, 2023 reports at $224,000 (55% of budget), which is higher than expected by $21,000 (5%). This is due primarily to increased enforcement staff travel and overtime costs.

<u>Islands Trust Conservancy Services</u>

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. Inclusive of the general admin allocation, these expenses were lower than expected by $32,000 (2%). Individual expense lines within ITC services that deviate from expected are as follows:

- ITC Board costs comprised of board meeting expenses, honoraria and training for board members reports at $2,500, 24% below expected. This is due primarily to meetings held electronically, and training costs not yet incurred.

- Conservancy staff and associated costs include staff salaries and benefits, ITC contracted temporary staffing, memberships, subscriptions, mobile devices, training, and travel costs. This budget area reports at $433,000 (53% of budget), higher than expected by $23,000 (3%). This is due to increased staff travel and overtime associated with Species at Risk programming and fieldwork that takes place primarily in the warmer months of the year.

- Property Management costs include ITC property management expenses, ITC conservation planning and land securement expenses, First Nations engagement planning, and legal costs. Property management expenses report at $49,000 (25% of budget), lower than expected by $49,000 (25%). This is due primarily to work on management plans taking place later in the year after the warmer-season fieldwork is complete, as well as slower progression on the First Nations Engagement Plan due to high staff workloads and a vacancy in the Senior Indigenous Relations Advisor staff position.

- ITC Communications reports at $5,000, (28% of budget), lower than expected by $4,000 (22%). Work on communications will advance more readily in the remainder of the year with the now-completed fulfillment and training of the new ITC Communications staff.

- Eco-system Mapping shows no spending to September 30, 2023. This work is expected to begin later in the year.

General Administration

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three service areas of the Trust (Council, LTC, and ITC) based on their relative dollar magnitudes for the period. In aggregate these expenses are reported at $1.1M (46% of budget), which is lower than expected by $89,000 (4%).

- Senior Management costs include all freedom of Information and records management, staff salaries, benefits, training and travel costs. These costs report at $227,000 (47% of budget), 3% below expected primarily due to lower than expected primarily due to delay in hiring of the new Administrative Coordinator position where a portion of the budget is allocated to this area.

- Administrative Services costs include all contracted human resources to backfill staffing shortages, staff salaries, benefits, training, and travel costs. These costs report at $249,000 (41% of budget), lower than expected primarily due to delayed hiring of the new Manager of Finance and Accounting staff.

- Senior Management costs include all freedom of Information and records management, staff salaries, benefits, training and travel costs. These costs report at $227,000 (47% of budget), 3% below expected primarily due to lower than expected primarily due to delay in hiring of the new Administrative Coordinator position where a portion of the budget is allocated to this area.

- Office Operations costs include costs for audit fees, bank charges, internet, payroll processing, insurance, portion of office rent and services contributed to the general admin area, postage and courier, recruitment costs, stationery and supplies, telephone, mobile devices, organization-wide training, and all staff meetings and recognition. Office operations costs report at $139,000 (43% of budget) 7% below expected, due to specific work and related costs scheduled for later in the year such as the annual audit and winter snow removal at staff offices.

~ Information Systems costs include all software support and licensing, technical support, meeting streaming services, mobile devices salaries, benefits, training, and travel costs associated with information systems staff. Information Systems costs report at $335,000 (50% of budget) at expected.

~ Computer/Furniture & Equipment costs report at $87,000 (65% of budget) 15% above expected, due to the purchase of hardware and software early in the fiscal year to prepare for installation and deployment.

Consolidated Expenses by Object

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, September 30, 2023 expenses by object are shown as follows:

Description	Approved Annual Budget	Actuals to Sept 30, 2023	% of Annual Budget Consumed
Staff Salaries and benefits	$ 6,229,223	$ 2,866,234	46%
Office Operations	1,240,335	600,033	48%
Council and trustee costs	1,006,244	516,964	51%
Elections	7,000	-	0%
Programs	872,176	149,370	17%
Legal - General	70,000	72,021	103%
Legal - Bylaw Enforcement	80,000	81,107	101%
Legal - Litigation	72,356	61,660	85%
Legal - Statutory Notices	17,850	9,134	51%
Travel/training and recruitment	150,025	112,774	75%
Total Cash Expenses	$ 9,745,209	$ 4,469,297	46%
Amortization	178,000	79,635	45%
Total including Amortization	$ 9,923,209	$ 4,548,932	46%

Staff salaries and benefits costs are less than expected due to staff vacancies for the Senior Indigenous relations officer, Administrative Coordinator, LTC Meeting Administrator, Manager of Accounting and Finance, Communication Specialist, Northern Office Island Planner, Salt Spring Office Planning Team Assistant, and Salt Spring Office Planner 1.

Office Operations costs are slightly below expected due primarily to a lack of communications spending in the first quarter of the year, whereby planned spending is geared more heavily towards the latter portion of the year.

Council and trustee costs are slightly above expected due to higher costs for Executive Committee travel for LTC chairing.

Elections costs no spending as no by-elections have taken place.

Program costs are less than the expected due to project planning discussions taking time with the LTCs, and time taken to determine best First Nations engagement approaches for LTC projects.

Total Legal expenses for general, bylaw, litigation and statutory notices are tracking at a cumulative total of $104,000 higher than expected, 93% of budget due to the advancement of two legal claims proceedings, increased bylaw enforcement legal action, and multiple legal opinions sought for LTCs.

Traveling/training and recruitment costs are above expected due to increased staff travel for ITC property management activities and for bylaw enforcement activities, and increasing training and associated travel costs as more and more training is being taken in-person rather than virtually.

Amortization expense is tracking as expected.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to September 30, 2023 are within the overall Islands Trust annual approved budget.

POLICY: None.

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

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Policy 2.3.1 Council Committee System
Bylaw 191 Islands Trust Financial Plan Bylaw, 2023-2024

5 ATTACHMENT(S):

September 30, 2023 Financial Report

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee forward the September 30, 2023 Financial Report to Trust Council for approval.

Alternative: None.

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

Islands Trust
Detailed Statement of Operations
For The 6 Months Ending September 30, 2023

Expected % of Budget Received/Used as at Report date = 50%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% and +/- $5000 include explanations

Description	2023/24 Approved Annual Budget	6 months ending September 30, 2023	% of Annual Budget Consumed	Budget remaining ($)
REVENUE:				
Fees & Sales	$ 192,000	$ 135,871	*71%*	*56,129*
Provincial Grant - Unrestricted	180,000	180,000	*100%*	-
Federal and Provincial Grants - Restricted	389,795	194,571	*50%*	*195,224*
General Property Tax Levy - All LTAs	8,046,025	8,046,628	*100%*	*(603)*
Special Property Tax Requisition - SSI LTA	43,500	43,500	*100%*	-
Municipal Property Tax Levy - Bowen Island Municipality	345,989	345,989	*100%*	-
Investment Income + Other Income	133,000	142,267	*107%*	*(9,267)*
Total Revenue	$ 9,330,309	$ 9,088,825	*97%*	*241,484*
EXPENSES:				
Council Services				
Trust Council	$ 416,300	$ 231,082	*56%*	*185,218*
Executive Committee	125,563	61,284	*49%*	*64,279*
Trust Area Services	643,623	270,128	*42%*	*373,495*
General Admin Allocation - 16%	376,388	182,938	*49%*	*193,450*
Total Council Expenses	$ 1,561,874	$ 745,432	*48%*	*816,442*
Local Planning Services				
Local Trust Committees	$ 810,862	$ 503,840	*62%*	*307,022*
Projects **(NOTE 1)**	539,296	60,612	*11%*	*478,684*
Planning Staff	3,169,470	1,408,072	*44%*	*1,761,398*
Planning Services Facilities	389,820	188,622	*48%*	*201,198*
Bylaw Enforcement	406,193	224,443	*55%*	*181,750*
General Admin Allocation - 69%	1,697,319	775,858	*46%*	*921,461*
Total Local Planning Services Expenses	$ 7,012,960	$ 3,161,447	*45%*	*3,851,513*
Trust Conservancy Services				
Board	$ 10,025	$ 2,565	*26%*	*7,460*
Conservancy Staff and Associated Costs	815,784	432,718	*53%*	*383,066*
Property Management	196,480	49,202	*25%*	*147,278*
General Admin Allocation - 14%	326,086	157,568	*48%*	*168,518*
Total Trust Conservancy Expenses	$ 1,348,375	$ 642,053	*48%*	*706,322*
General Administrative Services				
Senior Management	$ 485,645	$ 227,022	*47%*	*258,623*
Administrative Services	610,328	249,459	*41%*	*360,869*
Office Operations	323,880	138,875	*43%*	*185,005*
Information Systems	667,640	334,604	*50%*	*333,036*
Computer/Furniture & Equipment	134,300	86,769	*65%*	*47,531*
Amortization Expense	178,000	79,635	*45%*	*98,365*
General Admin Recovery	(2,399,793)	(1,116,365)	*47%*	*(1,283,428)*
Total General Administration Expenses	$ -	$ 0		*(0)*
Total Expenses	$ 9,923,209	$ 4,548,932	*46%*	*5,374,277*
YTD Surplus (Shortfall)	$ (592,900)	$ 4,539,893		
Amortization Adjustment	(178,000)	n/a		
Capital adjustment	n/a	86,769		
Adjusted surplus (shortfall)	$ (414,900)	$ 4,626,662		
Funded by:				
Transfer from (to) General Revenue Surplus Fund	231,000	(4,648,363)		
Transfer from (to) LTC Project Reserve Fund	183,900	21,051		
Transfer from (to) Special Tax Requisition Fund	0	650		
Net Unfunded Balance	-	0		

Note 1: LTC & Planning Services Project Spending

LTC Projects				
LTC Projects funded by Reserve Fund	(3,500)	-	*0%*	3,500
Denman Housing Review	18,000	363	*2%*	*(17,637)*
Denman Farming Regulations Review	2,000	-	*0%*	*(2,000)*
Gabriola OCP/LUB	18,000	446	*2%*	*(17,554)*
Gabriola Ecological Protection Zone	2,000	-	*0%*	*(2,000)*
Galiano Groundwater Strategy Implementation	5,000	434	*9%*	*(4,566)*
Gambier OCP/LUB	16,000	16,000	*100%*	-
Gambier Keats Island Shoreline Protection Review	4,000	1,680	*42%*	*(2,320)*
Hornby OCP/LUB	15,000	260	*2%*	*(14,740)*
Lasqueti OCP/LUB	4,000	-	*0%*	*(4,000)*
Mayne Island Housing	1,000	274	*27%*	*(726)*
Mayne LUB Minor Amendments	2,000	-	*0%*	*(2,000)*
North Pender OCP/LUB	3,000	1,392	*46%*	*(1,608)*
North Pender Groundwater Strategy Implementation	2,500	-	*0%*	*(2,500)*
North Pender Raptor Nest DPA update	5,000	-	*0%*	*(5,000)*
Salt Spring Bylaw Review - Procedural Updates	96,000	-	*0%*	*(96,000)*
Salt Spring Ganges Village Area Planning	86,500	-	*0%*	*(86,500)*
Salt Spring Housing Action Program	5,000	201	*4%*	*(4,799)*
South Pender LUB Minor Amendments	2,000	-	*0%*	*(2,000)*
Thetis Unzoned Marine Area LUB Amendment	2,500	-	*0%*	*(2,500)*
Total All LTC Projects	286,000	21,051	*7%*	*(264,949)*
SSIWPA Coordination Expense	43,500	650	*1%*	*(42,850)*
Regional Freshwater Management	22,000	7,161	*33%*	*(14,839)*
Housing Strategy	30,000	17,908	*60%*	*(12,092)*
Groundwater Recharge Mapping	10,000	721	*7%*	*(9,279)*
LG Development Approvals Program	147,796	13,120	*9%*	*(134,676)*
Total all Project Spending	539,296	60,612	*11%*	*(478,684)*

BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 8, 2023

From: Finance Officer **Date Prepared:** October 24, 2023

SUBJECT: **FINANCIAL FORECAST AS AT SEPTEMBER 30, 2023**

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

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

BACKGROUND:
The forecasted financial results for March 31, 2024 have been prepared based on actual financial performance to September 30, 2023 plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	Approved Annual 2023/24 Budget	6 months to September 30, 2023	Forecast to March 31, 2024	*Forecast Over (Under) Budget*
TOTAL REVENUE	9,330,309	9,088,825	9,679,000	*348,691*
Operating Expenses	9,137,613	4,388,251	9,009,000	*(128,613)*
Capital Expenses	134,300	86,769	135,000	*700*
Project Expenses	651,296	73,912	528,000	*(123,296)*
TOTAL EXPENDITURES	9,923,209	4,548,932	9,672,000	*(251,209)*
SURPLUS (SHORTFALL)	**(592,900)**	**4,539,893**	**7,000**	**599,900**
Funded by:				
Changes in amounts invested in TCA	178,000	86,769	(20,000)	*(198,000)*
Transfer from (to) Gen Rev Surplus Fund	231,000	(4,648,363)	(71,000)	*(302,000)*
Transfer from (to) LTC Project Reserve Fund	183,900	21,051	97,000	*(86,900)*
Transfer from (to) Special Property Tax Reserve Fund	-	650	(13,000)	*(13,000)*
Net unfunded	**(0)**	-	-	**0**

The forecast to March 31, 2024 reflects a projected annual surplus of $7,000 which is higher than the approved budgeted shortfall of $592,900.

Total revenue is forecasted higher than budget due to: higher fees and sales, primarily for development permits and temporary and siting use permits; receipt of an unanticipated provincial grant awarded to the Salt Spring Island Local Trust Committee; receipt of grant funds under the new local government climate action program; and for higher interest earned on investments due to continued high interest rates note anticipated at budget time.

Operating expenses are forecasted lower than budgeted due primarily to underspending on salaries as a result of staff vacancies in the year.

Capital spending is forecasted to be only slightly higher than budget.

Project spending is forecasted lower than budget due to individual project delays, or projects not moving forward at all in the year.

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

REVENUES:

Total revenues are forecasted to land at $349,000 higher than budgeted due to:

- Fees and Sales – forecasted to be $80,000 (42%) higher than budget due to higher than anticipated application volumes estimated to be received in the year, primarily for development permits and temporary and siting-use permits.

- Provincial Grant Income Restricted on LTC projects – forecasted to be $75,000 (100%) higher than budget due to grants awarded in the year that were unbudgeted for. These grants relate to the Salt Spring Island (SSI) Local Trust Committee Complete Communities project ($50,000) and the SSI LTC BC Active Transportation project ($25,000). These grant funds are recorded as revenue as eligible spending on the project is incurred. This grant income was not included in the budget as it was not anticipated at that time.

- Provincial Grant Income, Local Government Climate Action – forecasted to be $38,000 (100%) higher than budget for grant funds received for climate action initiatives to reduce emissions and prepare communities for impacts of a changing climate. This grant income was not included in the budget as this is a new program launched in late 2022. Survey submissions determining funding were not submitted and reviewed until after July 31, 2023.

- Interest Income - forecasted to be $154,000 (116%) higher than budget due to continued high interest rates. Budget estimates were based on lower interest rates that were in place in the previous fiscal year.

EXPENDITURES:

Total expenditures are forecasted to be $218,000 under budget.

Significant areas of underspending and overspending by expense type include:

- Communications and ITC Fundraising – forecasted underspending of $9,500 (13%) due to FPC's decision not to undertake a budget public consultation process in the current fiscal year.

- Contracted Temporary Staffing – forecasted overspending of $20,000 (780%). This budget line is intended to record spending on contracted human resources to backfill staff positions. Half of the forecasted spending relates to such backfills, with the remainder spent on contracted help hired to review the clerical administration structure within the organisation.

- Conservation Planning & Land Securement – forecasted underspending of $11,000 (40%) due to funds being directed towards legal fees associated with land securement. This planned underspending offsets overspending in ITC legal expenses.

- ITC Ecosystem Mapping - forecasted underspending of $13,000 (72%) due to lack of staff capacity to manage this large project resulting in only a portion of the project anticipated to be completed in the year.

- Legal – the total forecasted overspending for all legal expense categorises $49,000 (122%), including spending on general legal advice, bylaw enforcement litigation, and litigation defense. A breakdown of the forecasted spending by category is as follows:

  ~ General Legal expense – forecasted overspending of $29,000 (41%) primarily due to Trust Council's procurement of legal opinions associated with the organisation's website information, and housing rights; Galiano LTC legal opinions on development permit exceptions; Salt Spring LTC legal opinions on accessory dwellings and Channel Ridge tower; ITC legal costs to acquire a new property; and ITC legal opinions on risk management of Nature Reserves.

  ~ Bylaw Enforcement Litigation – forecasted overspending of $45,000 (56%) primarily due to unanticipated legal costs for ongoing cases on Galiano Island, North Pender Island, Salt Spring Island, and Thetis Island.

  ~ Litigation Defence – forecasted net under budget by $25,000 (35%). The forecast anticipates actual overspending of $5,000, with awarded legal cost recoveries of $30,000 offsetting these costs, resulting in a net forecasted underspending of $25,000.

- LTC Expenses – LTC expenses are comprised of Trustee Expenses, Executive expenses for chairing LTC meetings, LTC Meeting Expenses, APC meeting expenses, Communications by the LTC, and LTC special projects. Forecasted overspending of $40,000 (47%) is due to higher than anticipated expenditures primarily in the following areas:

  ~ Executive Expenses on LTCs – overspending of $18,000 (150%) due to high accommodation costs incurred for Chairs travelling to in-person LTC meetings.

  ~ LTC Meeting Expenses – overspending of $21,000 (162%), with related overspending in APC Meeting expenses of $4,000 (85%). The aapproved budget assumed hiring of the new LTC Meeting Administrator early in the year, with this new staff responsible for taking LTC meeting minutes. With the delay in this hiring, contractors continue to be used for LTC meeting minutes, increasing this expense line. This is more than offset by savings in salaries expense as a result of the vacancy in this new staff role. In addition, there are more meetings scheduled for the Salt Spring, North Pender, and Gabriola LTCs than planned for in the approved budget.

- Salaries and Benefits – forecasted underspending totaling $230,000 (9%) due to the following staff vacancies:

- ~ LTC Meeting Administrator – forecasted vacant for 8 months ($34,000)
- ~ Planning Team Assistant, Salt Spring Island office – forecasted vacant for 5.5 months ($25,000)
- ~ Island Planner, Northern office - forecasted to work less than full time for the full year ($37,000)
- ~ Island Planner, Northern office – forecasted to be vacant for the full year, partially offset by Planner 2 backfill costs ($34,000)
- ~ Administrative Coordinator – forecasted vacant for 9 months ($49,000)
- ~ Manager of Accounting and Finance – forecasted vacant for 9 months ($54,000)
- ~ Senior Indigenous Relations Advisor – forecasted vacant for 3.5 months ($27,000)
- ~ Planning Team Assistant, Southern office – forecasted vacant for 5.5 months ($25,000).

Forecasted vacancies are partially offset by forecasted staff overtime for Bylaw Enforcement ($15,000) and Islands Trust Conservancy work ($11,000)

- Training and Conferences – forecasted overspending of $8,000 (17%) primarily due to high costs for Trust-wide Chair training and UBCM conference registrations.

- Travel for Training – forecasted overspending of $22,000 (123%) primarily due to the high costs of travel for the Trust-wide Chair training session, and high travel costs for UBCM conference attendance.

- Travel – forecasted overspending of $25,000 (39%) due to increased fees for water taxis that are driving higher costs for ITC and Bylaw Enforcement staff. Volume of travel for Bylaw Enforcement staff also increased.

- Projects - forecasted underspending totals $123,000 (19%) for all projects, is broken down as follows:

  - ~ Salt Spring Island (SSI) Water Protection Authority (SSIWPA) Coordination – forecasted underspending of $12,500 (29%) due to new staff taking time to become familiar with project, and delays in the SSI LTC consideration and implementation of Watershed Protection Plan.
  - ~ Salt Spring Bylaw Review Procedural Updates project – this project will not proceed in the current fiscal year due to the SSI LTC prioritizing other projects and actions, thus the full budget is forecasted to be unspent in the year ($96,000)
  - ~ Salt Spring Ganges Village Area Planning Project – this project will not proceed in the current fiscal year due to SSI LTC prioritizing other projects and actions, thus the full budget is forecasted to be unspent in the year ($86,500)
  - ~ Minor LTC Projects – forecasted underspending of $10,000.

  Project underspending is partially offset by spending on new projects funded by grants approved during the fiscal year for:

  - ~ Salt Spring Complete Communities – forecasted spending of $50,000
  - ~ Salt Spring Active Transportation – forecasted spending of $25,000

- Trustee Health/Dental Benefits – forecasted underspending of $13,000 (16%) due to fewer trustees enrolled in the higher-cost family plan than anticipated in the budget.

Other variances are not significant for the purposes of reporting.

CONCLUSIONS:
The budget approved spending of $9.9M for fiscal year ending March 31, 2024. Current forecasted spending for the year is $9.7M, below budget by approximately $251,000 (3%).

The budget planned for a transfer from the general surplus fund of $231,000. The current forecast estimates a contribution to the surplus fund of approximately $71,000, representative of underspending against budget.

The forecast expects a reduced transfer from the LTC Project specific reserve fund of $97,000 and a transfer to the SSI special property tax reserve fund of $13,000.

ATTACHMENT(S):

September 30, 2023 Financial Forecast

FOLLOW-UP: Forward to Trust Council for information.

Prepared By: Finance Officer
Reviewed By: Director, Administrative Services

ISLANDS TRUST
Q2 Forecast to March 31, 2024
As at September 30, 2023

Description	Annual Budget	YTD Actuals at September 30, 2023	FORECAST TO MARCH 31, 2024	Forecast Over (Under) budget $	Forecast Over (Under) budget %
REVENUES					
Fees & Sales	192,000	135,871	272,000	*80,000*	*42%*
Federal Grant Income R - SAR	220,000	135,844	220,000	-	*0%*
Federal Grant Income R	-	364	-	-	*0%*
Provincial Grant - Unrestricted	180,000	180,000	180,000	-	*0%*
Provincial Grant Income R on LTC projects:	-	-	-	-	*0%*
Provincial Grant R- SSI Complete Communities	-	-	50,000	*50,000*	*100%*
Provincial Grant R - SSI BC Active Transportation Grant			25,000	*25,000*	*100%*
Provincial Grant R - First Nations Engagement			-	-	*0%*
Provincial Grant Income - Loc Gov Climate Action		38,082	38,000	*38,000*	*100%*
Provincial Grant Income R LGDAP	147,795	13,120	148,000	*205*	*0%*
Provincial Grant Income R Healthy Watersheds	22,000	7,161	22,000	-	*0%*
Property Tax Levy General	8,046,025	8,046,628	8,047,000	*975*	*0%*
Property Tax Levy - BIM	345,989	345,989	346,000	*11*	*0%*
Special Levy Property Tax Requisition	43,500	43,500	44,000	*500*	*1%*
Interest Income and Other Income	133,000	142,267	287,000	*154,000*	*116%*
Total Revenue	9,330,309	9,088,825	9,679,000	*348,691*	*4%*
EXPENSES					
Amortization Expense	178,000	79,635	174,000	*(4,000)*	*-2%*
Applications Sponsored by EC	15,000	2,250	10,000	*(5,000)*	*-33%*
NAPTEP Applications Sponsored by EC	1,000	-	1,000	-	*0%*
History and Heritage Funding Grants in Aid	-	-	-	-	*0%*
Audit	21,000	-	21,000	-	*0%*
Bank Charges & Interest	3,500	1,400	3,000	*(500)*	*-14%*
Board of Variance	1,200	839	1,000	*(200)*	*-17%*
Committee Expense FPC	-	-	-	-	*0%*
Committee Expense RPC	1,000	1,395	2,000	*1,000*	*100%*
Committee Expense TPC	2,000	1	1,000	*(1,000)*	*-50%*
Committee Meeting Expense - Governance	3,000	-	3,000	-	*0%*
Committee Meeting Expense - Accessibility*	2,500	-	2,000	*(500)*	*-20%*
Communications and ITC Fundraising	73,500	21,873	64,000	*(9,500)*	*-13%*
SW Support and Licensing	150,200	69,009	150,000	*(200)*	*0%*
Internet	46,300	24,176	48,000	*1,700*	*4%*
Technical Support	60,000	32,609	60,000	-	*0%*
Meeting Streaming Services	15,000	8,066	15,000	-	*0%*
Contingency	5,000	-	5,000	-	*0%*
Contracted Temporary Staffing	2,500	21,956	22,000	*19,500*	*780%*
Elections - By-elections	7,000	0	7,000	-	*0%*
Insurance	208,150	109,785	208,000	*(150)*	*0%*
ITC "Board Honoraria"	7,000	2,550	8,000	*1,000*	*14%*
ITC "Board Meeting Expense"	1,425	5	1,000	*(425)*	*-30%*
ITC "Board Training & Conferences"	1,600	-	2,000	*400*	*25%*
ITC "Property Management"	159,930	46,700	160,000	*70*	*0%*
Conservation Planning & Land Securement	26,550	2,503	16,000	*(10,550)*	*-40%*
ITC "Ecosystem Mapping"	18,000	-	5,000	*(13,000)*	*-72%*
Land Title Registrations	3,900	1,370	3,000	*(900)*	*-23%*
Legal "General"	69,998	72,021	99,000	*29,002*	*41%*
Legal "Bylaw Enforcement Litigation"	80,000	81,107	125,000	*45,000*	*56%*
Legal "Litigation Defence"	72,356	61,660	47,000	*(25,356)*	*-35%*
LTC - Trustee Expense	4,500	1,361	4,000	*(500)*	*-11%*
LTC "Executive Expense on LTC's"	12,000	15,036	30,000	*18,000*	*150%*
LTC Local Exp LTC Meeting Expenses	13,000	20,226	34,000	*21,000*	*162%*
LTC Local Exp APC Meeting Expenses	4,860	4,426	9,000	*4,140*	*85%*
LTC Local Exp Communications	5,000	2,821	7,000	*2,000*	*40%*
LTC Local Exp Special Projects	4,750	-	-	*(4,750)*	*-100%*

Meeting Expense	122,975	61,501	123,000	*25*	*0%*
Memberships	16,440	8,161	16,000	*(440)*	*-3%*
Notices Statutory & Non Statutory	17,850	9,134	16,000	*(1,850)*	*-10%*
FOI & Records Management	10,000	2,930	10,000	-	*0%*
Office Rent	421,800	210,768	422,000	*200*	*0%*
Office Services	53,500	24,200	54,000	*500*	*1%*
Postage & Courier	9,050	4,331	8,000	*(1,050)*	*-12%*
Recruitment & Labour Relations	21,000	3,737	21,000	-	*0%*
Payroll Processing	19,500	10,237	20,000	*500*	*3%*
Safety	5,000	1,754	5,000	-	*0%*
Salaries - Admin Staff	2,642,038	1,219,318			
Benefits - Admin Staff	671,078	308,887			
Salaries - Planners & RPMs	1,519,311	718,527			
Benefits Planners & RPMs	385,905	181,900	5,999,000	(230,223)	*-9%*
Salaries Planning Support	499,616	187,504			
Benefits Planning Support	126,902	47,470			
Salaries Bylaw	306,518	161,749			
Benefits Bylaw	77,855	40,878			
Stationary & Supplies	29,020	18,940	33,000	*3,980*	*14%*
Subscriptions	5,360	5,580	10,000	*4,640*	*87%*
Telephone	18,100	6,769	14,000	*(4,100)*	*-23%*
Mobile Devices	29,240	12,831	26,000	*(3,240)*	*-11%*
Training "Organization Wide"	5,000	1,714	5,000	-	*0%*
Staff Meetings and Recognition	15,800	4,164	12,000	*(3,800)*	*-24%*
Training & Conferences	47,800	29,312	56,000	*8,200*	*17%*
Travel for Training	17,950	22,122	40,000	*22,050*	*123%*
Travel	63,475	55,463	88,000	*24,525*	*39%*
Trustee Remuneration	589,978	293,139	588,000	*(1,978)*	*0%*
Trustee Remuneration "CPP Expense"	20,778	13,430	21,000	*222*	*1%*
Trustee Remuneration Health/Dental Benefits	76,550	31,377	64,000	*(12,550)*	*-16%*
Trustee Remuneration Pay In Lieu of Benefits	-		-	-	*0%*
Trustee Remuneration "Employer Health Tax"	11,505	5,647	11,000	*(505)*	*-4%*
Trustee Remuneration "Executive on LTC's"	-		-	-	*0%*
Operating Expenses Subtotal	9,137,613	4,388,251	9,009,000	*(128,613)*	*-1%*
			-		
CAPITAL					
Computer H/W & S/W	129,300	81,068	129,000	*(300)*	*0%*
Furniture and Equipment	5,000	5,702	6,000	*1,000*	*20%*
Capital Subtotal	134,300	86,769	135,000	*700*	*1%*
PROJECTS					
LTC Projects Funded by LTC Reserve Fund	286,000	21,051	97,000	*(189,000)*	*-66%*
LTC Projects Funded by Special Requisition Surplus			-	-	*0%*
LTA Work Funded by Special Requisition (SSIWPA)	43,500	650	31,000	*(12,500)*	*-29%*
LTC Projects Funded by Contingent Grants	1		75,000	*74,999*	*7499900%*
				-	*0%*
Strategic Plan Projects	159,000	39,091	162,000	*3,000*	*0%*
Operational Projects	162,795	13,120	163,000	*205*	*0%*
Projects Subtotal	651,296	73,912	528,000	*(123,296)*	*-19%*
Total Expenditures	9,923,209	4,548,932	9,672,000	*(251,209)*	*-3%*
Surplus (shortfall)	**(592,900)**	**4,539,893**	**7,000**	*599,900*	*-101%*
Funded by:					
Changes in amounts invested in TCA	178,000	86,769	(20,000)	*(198,000)*	*-111%*
Transfer (to) from General Revenue Surplus Fund	231,000	(4,648,363)	(71,000)	*(302,000)*	*-131%*
Transfer (to) from LTC Project Specific Reserve Fund	183,900	21,051	97,000	*(86,900)*	*-47%*
Transfer (to) from Special Tax Requisition Fund	-	650	(13,000)	*(13,000)*	*0%*
Net Surplus (Shortfall)	**(0)**	0	-	*0*	

BRIEFING

To:	Executive Committee	**For the Meeting of:**	November 1, 2023
From:	Director, Administrative Services	**Date Prepared:**	October 26, 2023
SUBJECT:	**Forecasted Over Expenditure by General Ledger Budget Line**		

PURPOSE:

To inform Executive Committee of actual or forecasted overspending in individual general ledger (GL) accounts for the fiscal year, in accordance with Islands Trust Council Policy 6.5.2 *Budget Control and Adjustment Authority*.

BACKGROUND:

Trust Council Policy 6.5.2 *Budget Control and Adjustment Authority* provides the authority by which periodic adjustments can be made to the approved annual operating budget and the timing when Trust Council and the minister have to be notified of either changes to the budget or anticipated operating deficits. Section D. 3 reads:

> *"When an actual or anticipated overexpenditure (whichever comes first) exceeds $20,000 for a project or general ledger budget line within an Operational Unit, management must inform the Executive Committee at the next scheduled Executive Committee meeting, and continue to provide reports on the status of the project or budget line to the Executive Committee on a monthly basis, or as frequently as requested by the Executive Committee. Upon being informed of an overexpenditure, the Executive Committee will decide what initial corrective action will be taken, if any. Copies of all Executive Committee notifications and reports on overexpenditures will be copied to members of the Financial Planning Committee."*

Third quarter financial forecasts prepared based on September 31, 2023 actual information adjusted for anticipated spending for the remainder of the fiscal period have identified several general ledger budget lines which are forecasted to be overspent in excess of $20,000. Staff provide information to inform Executive Committee of these areas, per policy direction, as follows:

General Ledger Budget Line	Approved Annual Budget ($)	Q2 Actual Spending to Date ($)	Q2 Forecasted Annual Spending ($)	Q2 Forecasted Over-spending ($)	Rationale	Mitigation suggestion, if required
Contracted Temporary Staffing	$2,500	$22,000 Overspent by $19,500	$22,000	**$19,500**	50% of this spending resulting from temp staffing covering vacant positions.	This line is offset by underspending in salaries and benefits, as

					50% of this overspend resulting from a contractor hired to review clerical administration structure within the organisation.	permitted by policy. No mitigation required.
Legal - General	$70,000	$72,000 Overspent by $2,000	$99,000	**$29,000**	Unanticipated legal costs resulting from: TC legal opinions on corporate website, and housing rights; Galiano LTC legal opinions on development permit exceptions; Salt Spring LTC legal opinions on accessory dwellings and Channel Ridge tower; ITC legal costs to acquire a new property; and ITC legal opinions on risk management of Nature Reserves.	As directed by EC.
Legal – Bylaw Enforcement Litigation	$80,000	$81,000 Overspent by $1,000	$125,000	**$45,000**	Unanticipated legal costs for ongoing cases on Galiano, North Pender, Salt Spring Island, and Thetis Islands.	As directed by EC.
Legal - Litigation Defence	$72,000	$61,000 Not yet overspent	$47,000	**($25,000)**	The forecast anticipates overspending of $5,000, with awarded legal cost recoveries of $30,000 to offset, resulting in a net forecasted underspending of $25,000.	With cost recoveries awarded to Islands Trust offsetting spending, this budget area is forecasted to be underspent, thus no mitigation required. This forecasted underspending will partially offset the forecasted overspending in Legal General and Legal Bylaw.

LTC "Executive Expense on LTC's"	$12,000	$15,000 Overspent by $2,000	$30,000	**$18,000**	Accommodation expenses are high for Chairs travelling to in-person LTC meetings, primarily due to where Vice Chairs live (ie: Lasqueti, ferry schedule restrictions) and also due to higher than usual accommodation costs incurred by trustees staying overnight.	As directed by EC.
LTC Meeting Expenses	$13,000	$20,000 Overspent by $7,000	$34,000	**$21,000**	Approved budget assumed hiring of the new LTC Meeting Administrator early in the year, with this staff responsible for LTC meeting minutes. With the delay in this hiring, contractors continue to be used for LTC meeting minutes, increasing this cost line. This is more than offset by underspending in salaries expense. Salt Spring, North Pender and Gabriola LTCs are also holding more meetings than planned for in the approved 2023/24 budget.	This line is offset by underspending in salaries and benefits, as permitted by policy. No mitigation required.
Travel for Training	$18,000	$22,000 Overspent by $4,000	$40,000	**$22,000**	Overspending is primarily due to the high costs of travel for the Trust-wide Chair training session, and high travel costs for UBCM conference attendance.	As directed by EC.
Travel	$63,000	$55,000 Not yet overspent.	$88,000	**$25,000**	Increased fees for water taxis are driving higher costs for ITC and Bylaw Enforcement staff. Volume of travel	As directed by EC.

					for Bylaw Enforcement staff also increased.	

There are several general ledger items which are forecasted to be underspent within the Islands Trust overall budget. As Policy 6.5.2 does not provide directive to report on the specifics of these line items, no discussion is advanced on significant areas of underspending in this report unless they have been intentionally used to offset significant areas of overspending, as noted in the above table. However, many of these areas of underspending that are not mentioned will offset the above areas of overspending. Details of all forecasted overspending and underspending by line item will be provided to Financial Planning Committee and Trust Council in quarters two and three of the fiscal year.

On an overall basis, the approved budget provided for spending of approximately $9.9M. Trust-wide forecasted spending is anticipated at approximately $9.7M for the fiscal year, generating a net underspending of approximately $200,000. Adjustments to remove capital spending at year-end will further increase the noted level of underspending. As such, it does not appear that the areas of individual overspending noted above will put the overall Islands Trust budget in jeopardy.

ATTACHMENT(S):

1. None.

FOLLOW-UP:

A copy of this Executive Committee notification report has been provided to members of the Financial Planning Committee in accordance with Policy 6.5.2 s3. Further direction may be received from Executive Committee.

Prepared By: Director, Administrative Services
Reviewed By/Date: Clare Frater, Acting Chief Administrative Officer/October 26, 2023

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 8, 2023
From:	Administrative Services - Finance	**Date Prepared:**	October 31, 2023
SUBJECT:	**Changes to the Draft 2024/25 Budget**		

PURPOSE:

To inform the Financial Planning Committee (FPC) of changes made to the draft 2024/25 budget since it was last reviewed by the Committee.

BACKGROUND:

Since FPC met in October and reviewed the draft 2024/25 budget, a number of updates have been made to the draft budget.

SUMMARY OF BUDGET CHANGES

External Revenues

Total revenues have decreased by $121,000:

- LTA general tax increase has shifted from 11.4% to 10.5%
- The BIM tax levy has shifted from $406,000 to $432,000
- Decrease of $50,000 from other external revenue sources (i.e.: grant revenue)

Expenses

Total spending has increased from $10.7M to $10.8M. Primary drivers of the increase are as follows:

- The inclusion of a First Nations Engagement plan for the Islands Trust Conservancy
- The inclusion of placeholder funds for the Governance Committee to undertake work next fiscal as needed.
- Inclusion of the higher amount requested in the business case presented by the Gabriola Island LTC for their OCP project.

Shortfall, Surplus & Reserves

- The budgeted shortfall has increased from $246,500 to $429,000, requiring internal funds to balance
- Transfer from surplus remains unchanged at $210,000
- Transfer from LTC project reserve fund has increased from $36,500 to $219,000

CHANGES TO PLANNED SPENDING

Amortization
Non-cash amortization expense has been updated to reflect capital adjustments in next fiscal year, resulting in an increase of $61,000 to this non-cash expense line. Amortization expense is not taxed in the Islands Trust budget.

Communications & ITC Fundraising
A correction in the budget formulas reduced this budget line by $500.

Internet
A small reduction of $300 has been made to reflect a storage fee incorrectly included in the quote used to develop this budget line.

LTC: Executive on LTCs
The costs of EC as chairs on LTC has been reduced by $2,000 to reflect updated analysis based on current year second quarter financial results.

Committee and Board Funding Requests
No changes to Committee and Board funding requests have come forward.

Trust Council Meetings
Trust Council meeting costs have been further analysed, showing the average cost of in-person TC meetings is approximately $31,500. The draft budget has been updated to reflect this new average, with $126,000 included in the budget to fund all TC quarterly meetings as in-person gatherings – an increase of $15,500 from the previous budget version. Trust Council will determine their plans for upcoming meetings at their December meeting, after which the draft budget will be updated to reflect actual plans.

Office and Related Costs
Victoria office lease costs were increased due to updated information received from the landlord for the Trust's share of increases to property taxes, janitorial expenses, and insurance costs. These updates resulted in an increase to the budget of $21,000.

Recruitment & Labour Relations
This expense line has been increased by $3,000 to more closely reflect historical spending.

Staff Salaries & Benefits
The largest expense in the Trust budget has been amended to include a 6.6% temporary market adjustment to one staff member whose role has been afforded this increase under the BCGEU collective agreement. This has resulted in an increase to salaries expense of approximately $5,500.

Training & Conferences
This line has been increased by $9,700 to reflect higher training budgets for EC members (particularly due to the costs of UBCM attendance), and the training needs of two new staff members.

Travel for Training
This budget line has increased by $9,100 in light of the increased training acknowledged in Training and Conferences for EC and new staff members.

Projects

- **LTC Projects funded by Approved Grants**
  The former version of the budget assumed the entire Salt Spring Island Complete Communities grant of $150,000 would be spent in 2024/25. Second quarter forecast results for the current year indicates $50,000 of these grant funds will actually be spent in the current fiscal year, as such next year's budget has been reduced by $50,000 to reflect this.

- **LTC Projects**
  The previous version of the budget included the low end of funding noted in the Gabriola Island LTC OCP and LUB Comprehensive review business case of $25,000. Clarification that the higher value indicated in the business case of $77,000 has been provided, and as such this amount has been updated, resulting in an increase to this project value of $52,000.

- **Islands Trust Conservancy – First Nations Engagement Plan**
  The previous version of the budget failed to include the $18,000 requested by the ITC Board to support a First Nations Engagement Plan. The current version has been updated to correctly include this cost.

- **The Governance Committee** has not requested any funds in next fiscal year's budget, however the CAO has requested $3,000 to support governance committee work that may arise next year.

Carry Forward of Unspent Project Funds:
With the preparation of the current year financial forecast, certain projects have been identified as unlikely to reach completion this year. These projects have funding carrying into next fiscal year, funded as draws from surplus monies in the draft budget for next fiscal:

- **Salt Spring Bylaw Review – Procedural Updates**
  The previous version of the budget funded the $96,000 for this project from taxes. The current version of the budget funds this work from surplus funds given it was taxed for in the current year but will not be spent the year.
- **Salt Spring Ganges Village Area Planning**
  The previous version of the budget funded the $86,500 for this project from taxes. The current version of the budget funds this work from surplus funds given it was taxed for in the current year but will not be spent the year.

CHANGES TO REVENUES

BIM Tax Levy:
Changes to the overall budget impact local trust area taxation as well as the BIM tax levy. The allocation of expenses across business units 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 29.4% versus the previous budget draft rate of 30.1% which contributes to a decrease in the BIM levy.

The BIM levy is calculated at $431,000 in the current draft budget, which is higher than the previous draft budget amount of $406,000. The current budget figure represents an increase over the prior year levy of 23.5%. Of this percentage, about 1.00% is expected to be collected from factors associated with NMC in the taxable property base.

Local Trust Area Taxes:

- The previous budget draft reflected an LTA general tax increase of 11.4%, plus a 0.8% additional increase coming from non-market factors.
- The current budget reflects an LTA general tax increase of 10.5%, plus an 0.8% additional increase coming from non-market factors.

Grant Revenues:
The Salt Spring Island LTC Complete Communities grant will be partially used in the current fiscal year. As such, the amount reflected as revenue in next fiscal's draft budget has been reduced from $150,000 to $100,000, acknowledging that $50,000 will be spent this year.

Draws from Surplus & Reserves:
The total draw from all surplus and reserve funds is $429,000 in the current draft budget, compared to $246,500 in the previous version of the draft budget, broken down as follows:

- Transfer from General revenue surplus $210,000, no change from previous version of the budget
- Transfer from LTC project reserve fund $219,000, an increase of $182,500 from the previous budget draft

General Revenue Surplus Fund Balance
The projected balance in the general revenue surplus fund at the end of fiscal 2024/25 based on the current version of the draft budget is approximately 107% of the recommended minimum balance per Policy 6.5.1 Reserves and Surplus, or approximately $1.9M versus the $1.8M minimum balance requirement. This calculation takes into consideration anticipated results from the current fiscal year forecast plus the draft budget for next fiscal year. If actual results from the current year vary significantly from projections, this estimate of surplus balance may change significantly as well.

ATTACHMENT(S):

1. None – see attachment to Budget BRF for Trust Council for new figures.

FOLLOW-UP:

Further changes to the draft 2024/25 budget will likely occur when the following takes place:

- Direction from Trust Council at their December meeting;
- Completion of the Q3 financial results and Q3 forecasted financial results;
- Other follow-up as directed by FPC.

Prepared By:	Finance Officer
	Director, Administrative Services
Reviewed By:	CAO

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 8, 2023
From:	Administrative Services - Finance	**Date Prepared:**	October 18, 2023
SUBJECT:	**Financial Costs of LTC Chair Assignments**		

PURPOSE:

To provide more information to Financial Planning Committee (FPC) associated with costs of Executive Committee (EC) members as Chairs of Local Trust Committees (LTCs), as requested.

BACKGROUND:

At its last meeting, FPC requested some analysis on the costs of EC members chairing LTC meetings, to assist with assessment of this budget line in the 2024/25 draft budget. This request came about due to rising costs noted in the draft budget associated with EC chairing in-person LTC meetings.

The draft 2024/25 budget estimates LTC Chair travel costs by reviewing the actual spending by LTC Chairs from the first half of the current year, averaging the cost per meeting, and multiplying by the anticipated number of meetings planned for by each LTC for next fiscal year.

The average cost of Chair attendance at each LTC meeting is as follows, based on travel costs submitted for the first half of the current year:

LTC	Chair	Travel ($)	Per Diems ($)	Accom ($)	TOTAL ($)	Low End ($)	High End ($)
Salt Spring	Peterson	143	170	619	**932**	534	1,243
Denman	Maude	368	150	355	**873**	820	929
Galiano	Peterson	160	97	515	**772**	735	996
Gambier	Luckham	38	50	197	**285**	285	285
South Pender	Elliott	215	61	-	**276**	274	279
Hornby	Peterson	183	61	-	**244**	206	282
Mayne	Elliott	180	61	-	**241**	183	274
North Pender	Maude	55	53	-	**108**	81	254
Thetis	Elliott	50	45	-	**95**	74	115
Saturna	Maude	47	45	-	**91**	90	93
Gabriola	Luckham	37	37	-	**74**	54	89
Lasqueti	Elliott	21	40	-	**61**	60	62

Where accommodation costs are noted for travelling LTC Chairs, these costs reflect either a single or double night's stay. For Salt Spring, Denman, and Galiano, two night's accommodation cost is incurred usually at the SSI Harbour House plus Coast Bastion, or Bayside Oceanfront, or Best Western (SSI); the Best Western or Days Inn (Denman); and the Harbour House, Woodstone Manor, or Best Western (Galiano). Accommodation costs noted for Gambier reflect a single night's stay usually at the Gibson's Garden Hotel.

The columns indicating Low End and High End refer to the lowest cost seen for a Chair travel to that LTC meeting versus the highest cost seen for travel to a meeting, for each LTC. Where costs differ significantly between the highest and lowest cost by LTC, the primary driver for the difference is accommodation costs, as ferry charges, kilometer allowances, and per diems generally remain the same for each meeting. Accommodation costs vary primarily due to choice of hotel, whereby lower meeting costs reflect more economical hotels such as the Best Western standard room, while higher costs reflect more expensive hotels such as the Harbour House and Woodstone Manor. Timing of year and late bookings can play a role as well, but are far less impactful in this analysis.

Trustee travel is guided by Trust Council's policy 7.2.3 Trustee Travel.

ATTACHMENT(S): None.

FOLLOW-UP: As requested. Executive Committee has requested information on this same topic. This report will be shared with EC at their next meeting.

Prepared By: Director, Administrative Services
Reviewed By/Date: CAO

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 8, 2023
From:	Administrative Services - Finance	**Date Prepared:**	October 18, 2023
SUBJECT:	**Trust Council Meeting Costs**		

PURPOSE:

To provide Financial Planning Committee (FPC) with an analysis of Trust Council (TC) meeting costs to support their draft 2024/25 budget recommendation to TC.

BACKGROUND:

At its October 2023 meeting, FPC made the following resolution:

That FPC request staff to provide a briefing on the true costs in terms of dollars and staff capacity, on holding in person TC meetings, vs on small islands locations, vs electronic only meetings, for consideration for Trust Council in September.

Clarification was provided at the meeting that analysis based on the most recent meetings held is sufficient, even if those meetings have not been held on the smaller of the Gulf Islands.

Meetings costs:

Staff have gathered actual cost data on the eight most recent Trust Council meetings, which includes five in-person meetings and three electronic meetings, as follows:

Meeting date ->	Sep-23	Jun-23	Mar-23	Dec-22	Nov-22	Sep-22	Jun-22	22-Mar
EXPENSE ITEM	**N Pender**	**Gabriola**	**Nanaimo**	**Zoom**	**Victoria**	**Zoom**	**Zoom**	**Nanaimo**
Accommodation	10,626	13,307	12,135	-	10,022	-	-	15,090
Hall rental and peripherals (if separate from accom)	2,535	1,545	4,260	-	660	-	-	5,432
Catering	16,109	6,724	12,119	142	14,415	236	134	5,669
Trustee Expense Claims (travel/meals)	4,101	3,311	3,917	715	2,745	714	744	2,296
Staff Expense Claims (travel/meals)	796	1,301	1,409	-	266	-	-	1,341
Equipment/Supplies (normalised)	88	-	110	-	-	-	-	-
Van Rental	822	626	388	-	536	-	-	259
Honoured Guests Honourariums	500	-	200	-	800	-	-	-
TOTAL COST	**35,577**	**26,815**	**34,537**	**857**	**29,444**	**950**	**878**	**30,086**

Average (rounded) meeting costs calculated from this data are as follows:

- ~ Average in-person meetings, all — $ 31,300
- ~ Average in-person meetings, Gulf Islands — $ 31,200
- ~ Average in-person meetings, Vancouver Island — $ 31,400
- ~ Average Zoom meeting — $ 900

If Trust Council plans all quarterly meetings in FY25 as in-person meetings, the budgeted cost would be approximately $126,000.

Staff capacity:

Currently, all logistical planning associated with TC meetings falls to the Executive Coordinator. With this staff person currently away, full understanding of the hours required for this work is not readily available, though it is known they are extensive.

In person meetings held on the Gulf Islands generate the most amount of work for staff, especially where Islands do not have a single venue to accommodate all trustees and staff together along with the meeting location. These meetings also increase travel time for all. Meetings held on Vancouver Island are a close second in terms of planning workload, with far less work required for organizing electronic meetings.

In acknowledgment of the increasing workload for the Executive Coordinator in recent years, the concept of hiring an event coordinator to plan and organize the in-person Trust Council meetings has emerged. It would likely cost $25 - $60 per hour if this approach is taken, but oversight of the Executive Coordinator would still be a requirement, only alleviating some of the current workload, not all.

ATTACHMENT(S): None.

FOLLOW-UP:

- Staff recommend that this briefing be attached to the meeting scheduling RFD heading to TC in December, to support discussion at that time.
- Staff will update future versions of the budget to reflect the actual plans for TC meetings, as determined at the December TC meeting.

Prepared By: Director, Administrative Services
Reviewed By/Date: CAO/

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 6, 2023
From:	Financial Planning Committee	**Date Prepared:**	November 1, 2023
SUBJECT:	**Draft 2024/25 Budget Overview**		

PURPOSE:

To provide Trust Council with the draft 2024/25 budget for their review, comment and direction.

BACKGROUND:

The Budget Assumptions and Principles (BAP) for the fiscal 2024/25 budget cycle were reviewed by Financial Planning Committee at their August 2023 meeting, where they directed amendments to include First Nations reconciliation and engagement and communications as specific principles to incorporate into the draft budget, and requested Trust Council to provide budget guidelines to steer the budget development process for the upcoming fiscal year.

In September 2023, Trust Council reviewed the BAP document with no changes to the planned budget approach, and provided no budget guidelines. The document has been used as a guide in putting together the draft 2024/25 budget as much as possible.

To date, the following activities have taken place to support the current draft of the 2024/25 budget:

BODY	ACTIVITY
Executive Committee (EC)	EC has reviewed its budget requests and business cases associated with next fiscal funding, all of which have been included in the draft budget and are included in the agenda.
Governance Committee (GC)	GC has not submitted requests for funding in next fiscal year. However, the CAO has requested $3,000 for GC work that may arise, which has been incorporated into the draft budget.
Regional Planning Committee (RPC)	RPC has reviewed business cases for their funding requests associated with fiscal 2024-25 projects. A business case for the planning services co-op student included in the budget has not been prepared.
Trust Programs Committee (TPC)	TPC has reviewed all their funding requests for next fiscal. Amounts are included in the draft budget and business cases are included in the agenda package.
Local Trust Committees	LTCs have submitted business cases for their funding requests valued at over $5,000. Smaller projects will continue to be funding from a pool of

(LTCs)	funds designated from the LTC reserve fund, as is historical practice.
Operational Business Units	All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives requiring new funding greater than $5,000. Staff have prepared estimates of Trust-wide expenses with the input of management.

The above information has been collated into the draft 2024/25 budget that is presented in this agenda.

SUMMARY OF DRAFT BUDGET RESULTS

The draft 2024/25 budget contains the following:

- Total proposed planned spending of $10.8M:
    - Operating budget $9.6M (excluding amortization expense)
    - Projects budget $807,000
    - Capital budget $364,000
- A proposed 10.5% general tax increase to local trust areas (exclusive of NMC)
- A proposed 23.5% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $210,000.
- A proposed draw from the LTC Project Reserve Fund of $219,000.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

Comparison to the most recently completed fiscal year actual spending (2022/23) – A comparison to the most recently completed fiscal year actual spending can be helpful to determine real trends in spending levels, which can inform budget development for the immediately subsequent fiscal year.

Comparison to the most recently approved fiscal year budget (2023/24) – A comparison to the most recently completed fiscal year budget can also be helpful to inform real spending trends, only in instances where actual financial performance tracks with the budget for that same year. At the end of quarter two, Islands Trust spending is forecasted to be approximately 3% below budget.

The draft **operating budget** has increased by $674,000 (7.5%) over the current year approved budget and 17% ($1.4M) over fiscal 2022/23 actual spending. The largest factors contributing to this increase are as follows:

Expense	Increase (decrease) over 2022-23 Actual spending	Increase (decrease) over 2023-24 Forecast
History and Heritage Funding Grants	4,000	10,000
Communications & ITC Fundraising	29,000	(5,000)
Software Support and Licensing	101,000	44,000
Technical Support	16,000	35,000
Insurance	22,000	12,000

ITC Property Management	47,000	6,000
Legal – general	8,000	26,000
Executive Expenses on LTCs	21,000	25,000
Meeting Expense	55,000	14,000
Office – Lease Costs	23,000	28,000
Salaries and Benefits	1.4M	408,000
Training & Conferences	20,000	4,000
Travel for Training	9,000	11,000
Travel	5,000	13,000
Trustee Remuneration	66,000	31,000
Trustee Benefits	18,000	(10,000)

The draft **projects budget** has increased by $279,000 (53%) over the current year forecast due primarily to increased work focused on housing (needs assessments, strategy development, toolkits) and Salt Spring Island LTC projects carrying into next fiscal year. Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on Trust Council priorities and could have very different costs depending on the nature of work being completed.

The draft **capital budget** has increased by $229,000 (169%) over the current year forecast primarily due to the planned SSI office relocation, and increases in computer hardware and software costs.

DRAFT 2024/25 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.

<u>Local Trust Area (LTA) Taxes:</u>

Local Trust Area taxes total $8.9M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 11.3% ($913,000). This amount is comprised of:

- A proposed average tax increase of 10.5% ($845,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.8% ($68,000) 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 as of August 2023, and will be updated when new information is available in December 2023.

<u>Bowen Island Municipality (BIM) Taxes:</u>

The BIM tax requisition is calculated at approximately $431,000 in the draft budget. This is a total increase over last year's budget of 24.5% ($85,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 23.5% ($81,000) from the existing tax base; plus
- An estimated 1.0% ($3,400) generated from new tax base associated with NMC factors. This figure is based on NMC factor as of July 2023 and will be updated when new information is available in December 2023.

Special Tax Requisitions:

No special tax requisitions have been included in the current version of the draft budget as no local trust committees have requested these funds. Should requests come forward during the budget cycle they will be added.

Grant Revenues:

Total grant revenues in the draft budget amount to $618,000, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2023/24- $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 2024/25. 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 of $150,000 was received in fiscal 2023-24. Of this amount, $30,000 is expected to be spent in 2024-25 and as such, has been recognised as grant revenue in the draft 2024-25 budget.
- A restricted provincial grant of $38,000, received under the Local Government Climate Action program.
- A restricted provincial Complete Communities grant of $150,000 was received in fiscal 2023-24. Of this amount $100,000 is expected to be spent in 2024-25 for the Salt Spring Island Local Trust Committee.
- 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 from applications is set at $227,000 (2023/24 - $192,000) based on an estimate calculated using anticipated application volumes, by type and LTC, multiplied by application fees.
- Interest income is budgeted at $190,000 (2023/24- $133,000) based on estimated investment returns on the investment of 2024/25 property tax funds, and assumes interest rates will remain high.

Surplus Funding:

The proposed budget shortfall of $429,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $210,000 is included in the draft budget, all of which is allocated to the SSI office relocation.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $219,000 is included in the draft budget to offset total LTC project costs.

Staff have used approved 2023/24 budget figures to estimate the balance that may remain the GRSF and the LTCPSRF at the end of the current fiscal year to be $2.2.M and $105,000 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 draft budget.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $6.6M budget (2023/24- $6.2M), representing 61% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

Department	Functions	Base FTE	New FTE	Total FTE	Budget ($)	% Salaries
Executive Office	Office of CAO, Legislative Services	4.0		**4.0**	$ 573,389	9%
Trust Area Services	Communications, Government Relations, Grants	6.4		**6.4**	692,349	10%
Islands Trust Conservancy	Land Management and Acquisition	7.8	1.0	**8.8**	858,299	13%
Planning & Bylaw Services	Land use Planning, Bylaw Enforcement	33.3		**33.3**	3,359,334	51%
Administrative Services	Finance, Human Resources, Info Technology	9.1	1.0	**10.1**	1,154,033	17%
Total		60.6	2.0	**62.6**	$ 6,637,404	100%

Note: Islands Trust Conservancy and Planning Services include a 0.3 FTE each for a co-op student.

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
    - The addition of a 1.0FTE GIS staff, budgeted at approximately $82,000 including base salary and benefits, which assumes 10 months of salary and benefits in the first year of hire. A business case for this new position is included in the agenda package for review.
    - The addition of a 1.0FTE ITC staff, budgeted at approximately $105,000 including base salary and benefits. This amount serves only as a placeholder in the current budget draft, until such time as staff and the ITC Board determine if new staff resources are the best way to address growing property management needs. This amounts assumes 12 months of salaries and benefits expense.

- Staff salaries and benefits have been adjusted from previous years for the following factors:
    - A 3.0% wage increase for all BCGEU staff members, effective April 1, 2024. This amount is based on the BCGEU agreement which indicates a possible increase between 2% and 3% for next fiscal year, dependent on inflation. Staff use the higher percentage increase as inflation is currently above that point.
    - An adjustment for 25 BCGEU staff who will move up ‘steps’ in their range in the fiscal year (3.0% per step per person).
    - An effective up-to 2.75% wage increase (i.e.: a 3.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
    - A nominal amount for staff is included in the draft budget, which reflects only time worked that is paid out to staff. Time that is banked and taken as additional time off in the year does

not add to salaries cost and as such does not require a budget. Historical analysis of staff overtime was completed a few years ago but requires update. Staff will update this analysis and revise estimated overtime budget needs in future versions of the budget.

- Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.3M (2023/24- $1.3M). 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.
- An allowance of $170,000 for staff turnover has been made in the 2024/25 draft budget acknowledging that vacancies contribute to salaries underspending each year. This amount represents 2.5% of the overall salaries budget which is in line with historical average salaries underspending against budget.

Trustee remuneration and benefits remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* amounts to $721,000 in the 2023/24 draft budget (2022/23- $699,000). Factors influencing this figure include the following:

- An anticipated 5.5% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at the new rate of 5.95% at January 1, 2025.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan, and account for the rate increase received effective October 1, 2023.
- 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 all four meetings of Trust Council will be held in-person special. 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 $126,000 (2023/24 – $123,000), which represents $31,500 per in-person meeting. This meeting cost is based on the average of the most recent 5 in-person meetings.

Executive Committee meeting expenses are budgeted at $5,400 (2023/24- $5,200) which reflects a plan to continue with the current complement of electronic and in-person meetings.

Council Committees meeting expenses are budgeted at a total of $6,500 (2023/24 - $8,500) with the assumption that committees will primarily meet electronically, with one in-person meeting funded for each of Regional Planning Committee and Trust Programs Committee. The Governance Committee, Financial Planning Committee and Accessibility Committee will meet fully electronically.

LTC-direct expenses amount to $72,000 (2023/24- $44,000), which is higher than previous budget years. The increase is due to increased costs for Executive Committee members traveling to chair LTC meetings. Due to the home location of EC members, the related ferry schedules require overnight stays to attend and Chair LTC meetings as Chair. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs, and costs of taking meeting minutes.

LTC project expenses are budgeted at $355,500 (2023/24- $286,000) for LTC projects which includes an allowance for upcoming, currently unknown LTC projects ($36,500). A breakdown of LTC project funding requests is as follows:

DE: Housing Review	$ 15,000
GB: OCP/LUB Project	$ 77,000
MA: Housing Options	$ 10,000
NP: Housing Access and Affordability	$ 15,000
HO: First Nations	$ 19,500
SS: OCP and LUB Review	$ 96,000
SS: Ganges (Shiya'hwt/SYOW T) Village Area Plan	$ 86,500
TOTAL LTC PROJECT REQUESTS	**$ 319,000**

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 2024/25 budget is approximately $105,000 which is not enough to cover the planned projects. A transfer from the GRSF of $115,000 to the LTCPSRF is planned for fiscal 2025 to increase the available balance to $220,000. 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 $858,000), amount to $302,000 in the 2024/25 draft budget (2023/24- $297,000).

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 $509,000 (2023/24- $475,000). 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. Staff will review the value of this office space with Galiano trustees and will provide updates in future budget versions for FPC's consideration.

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 budgeted at $15,000 (2023/24 - $10,000). This budget line is for hiring contractors who assist in addressing Freedom of Information requests and records management issues.

Recruitment & Labour Relations has a budget of $21,000 (2023/24 – $21,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency.

Payroll Processing is budgeted at $21,000 (2023/24 – $20,000) reflecting expenses paid to the public service agency for processing staff payroll.

Insurance costs have once again risen and are budgeted at $220,000 (2023/24- $208,000), based on quoted 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. Staff are currently engaged in a project to determine if insurance coverage with the Municipal Insurance Agency of BC is a more reasonable insurance approach for Islands Trust, and is investigating self-insurance. Neither of these projects has reached completion at this stage and as such, the budget draft includes amounts based on the current provider.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $249,000 (2023/24- $222,000).

- Legal General is budgeted at $96,000, which is higher than 2023/24 budget but is in line with historical spending norms in this area. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files. Management intends to increase rigor around spending in this area, but acknowledges the new Council trend to lean into legal opinions quite frequently.
- Legal for Bylaw Enforcement has been budgeted at $76,000, consistent with the 2023/24 budget, which reflects existing levels of enforcement on the islands. Increased enforcement directed by new LTCs may result in higher legal fees in this area.
- Legal Litigation is budgeted at $77,000 (2023/24 - $72,000) 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. Average actual spending in this budget over the most recent three years is $123,000. 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 $194,000 (2023/24- $150,000), 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:

- $34,000 in new costs for Microsoft 365 subscriptions
- $3,000 in new maintenance costs for CityView associated with the bylaw enforcement portal
- $3,000 in new costs for file transfer service (i.e.: Dropbox)
- $4,000 in increases to annual renewal fees for already in-use software systems.

Computer Hardware and Software expenses have been budgeted at $149,000 (2023/24- $129,300) which includes costs for the following:

- $28,000 for two server replacements
- $13,000 for server network hardware
- $8,000 for software license upgrade for Exchange email server
- $12,000 for new computer monitors, a new boardroom camera and a plotter
- $58,000 for the purchase of 30 new computers (11 Laptops, 15 Desktops and 4 advanced desktops to run mapping software). The purchase of these computers is noted as required by the info systems team as existing computers do not support Windows 11 which the Trust will migrate to in 2024/25 as Windows 10 reaches end of life
- $29,000 in contracted technical support to complete these projects

Contracted Temporary Staffing is a budget line that simply provides an account to records costs incurred for contractors who are backfilling for staff vacancies throughout the year.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $251,000 (2023/24- $149,000), broken down in the following list:

- Reconciliation Action Plan* $ 25,000
- Policy Statement Amendment $ 35,000
- Stewardship Education Program $ 15,000
- Secretariat Services $ 15,000
- Housing Needs Assessment North/South Gulf Islands $ 110,000
- Housing Strategy and Housing Options Toolkit $ 30,000
- First Nations Engagement Plan (ITC) $18,000
- Governance Committee Project Funds $3,000

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

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

- Cityview: Bylaw Portal $90,000
- Building Footprint Data Update $10,000
- SSI Office Relocation $210,000
- MS 365 Upgrade $34,000

Surplus funds in the General Revenue Surplus Fund at the end of 2024/25 after the budgeted draw of $210,000 are estimated to be $1.9M versus the calculated policy minimum of $1.8M.

ATTACHMENT(S):

1. 2024/25 Numeric Budget Detail
2. Strategic and Operational Initiatives List
3. New Staffing Requests List
4. LTC Projects List

FOLLOW-UP: As directed.

Prepared By: Finance Office
Director, Administrative Services
Reviewed By: CAO

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

		2022/23	2023/24		2024/25	*Budget-Budget Comparisons*		Budget-Forecast Comparisons		*Budget-Actual Comparisons*	
		ACTUALS *elections*	BUDGET	Q2 Forecast	**Draft BUDGET**	Budget Change $	Budget Change %	Change $	Change %	*Draft budget vs 2023 actuals*	*Draft Budget to 2023 actuals % change*
	REVENUE										
	Fees & Sales	199,570	192,000	*271,741*	**227,000**	35,000	18%	*(44,741)*	-16%	*27,430*	*14%*
	Provincial Grant - Unrestricted	228,000	180,000	*180,000*	**180,000**	-	0%	-	0%	*(48,000)*	*-21%*
	Provincial Grant - FN Engagement	-	-	-	**30,000**	30,000	0%	*30,000*	0%	*30,000*	*0%*
	Provincial Grant - LG Climate Action Funds	38,082	-	*38,000*	**38,082**	38,082	0%	*82*	0%	-	*0%*
	Provincial Grant - Complete Communities (SSI LTA)	-	-	*50,000*	**100,000**	100,000	0%	*50,000*	100%	*100,000*	*0%*
	Provincial Grant - LG Development Applications	193,857	147,795	*148,000*	**-**	(147,795)	-100%	*(148,000)*	-100%	*(193,857)*	*-100%*
	Provincial Grant - Restricted (HWI/IWI)	3,851	22,000	*22,000*	**-**	(22,000)	-100%	*(22,000)*	-100%	*(3,851)*	*-100%*
	Provincial Grant - Restricted (ITC Conserv. Stimulus)	2,121	-	-	**-**	-	0%	-	0%	*(2,121)*	*-100%*
	Federal Grant - Restricted (ITC SAR)	238,500	220,000	*220,000*	**220,000**	-	0%	-	0%	*(18,500)*	*-8%*
	Federal Grant - Restricted -Grant for Seniors Video Project			-	**-**	-	0%	-	0%	-	*0%*
	Contingent Grants - Projects	7,314	1	*25,000*	**1**	-	0%	*(24,999)*	-100%	*(7,313)*	*-100%*
	Property Tax Levy - LTA Base	7,309,863	7,309,863	*8,047,000*	**8,046,025**	736,162	10%	*(975)*	0%	*736,162*	*10%*
10.5%	Property Tax Levy - LTA General Increase		150,642		**844,833**	694,191	461%	*844,833*	0%	*844,833*	*0%*
0.8%	Property Tax Levy - LTA NMC Increase		585,520		**67,847**	(517,673)	-88%	*67,847*	0%	*67,847*	*0%*
	Special Tax Requisition - SSI LTA (SSIWPA)	60,000	43,500	*44,000*	**-**	(43,500)	-100%	*(44,000)*	-100%	*(60,000)*	*-100%*
	Property Tax Levy - Bowen Base	323,769	323,769	*346,000*	**345,989**	22,220	7%	*(11)*	0%	*22,219*	*7%*
23.5%	Property Tax Levy - Bowen General Increase		980		**81,449**	80,469	8207%	*81,449*	0%	*81,449*	*0%*
1.0%	Property Tax Levy - Bowen NMC Increase		21,239		**3,391**	(17,849)	-84%	*3,391*	0%	*3,391*	*0%*
	Interest Income	168,943	133,000	*287,000*	**190,000**	57,000	43%	*(97,000)*	-34%	*21,057*	*12%*
	Other income	450	-	-	**-**	-	0%	-	0%	*(450)*	*-100%*
	Transfer from General Revenue Surplus Fund				**-**	-	0%	-	0%	-	*0%*
	Transfer from LTC Specific Reserve Fund				**-**	-	0%	-	0%	-	*0%*
	Transfer from SSIWPA Reserve Fund				**-**	-	0%	-	0%	-	*0%*
	Total Revenue	8,774,320	9,330,309	*9,678,741*	**10,374,616**	*1,044,307*	*11%*	*695,875*	*7%*	*1,600,296*	*18%*
	EXPENSES										
	Amortization expense	177,337	178,000	*174,000*	**229,000**	51,000	29%	*55,000*	32%	*51,663*	*29%*
	Applications sponsored by EC	5,950	15,000	*10,000*	**15,000**	-	0%	*5,000*	50%	*9,050*	*152%*
	Gain/Loss on Disposal	(5,712)	-	-	**-**	-	0%	-	0%	*5,712*	*-100%*
	NAPTEP Applications sponsored by EC	-	1,000	*1,000*	**1,000**	-	0%	-	0%	*1,000*	*0%*
	History and Heritage Funding Grants-in-Aid	6,000	-	*0*	**10,000**	10,000	0%	*10,000*	0%	*4,000*	*67%*
	Audit	20,660	21,000	*21,000*	**22,000**	1,000	5%	*1,000*	5%	*1,340*	*6%*
	Bank Charges & Interest	2,376	3,500	*3,000*	**3,000**	(500)	-14%	-	0%	*624*	*26%*
	Board of Variance	1,332	1,200	*1,000*	**1,200**	-	0%	*200*	20%	*(132)*	*-10%*
	Carbon Offset Purchases	-	-	-	**-**	-	0%	-	0%	-	*0%*
	Committee Meeting Expense - FPC	78	-	-	**-**	-	0%	-	0%	*(78)*	*-100%*
	Committee Meeting Expense - RPC	452	1,000	*2,000*	**2,800**	1,800	180%	*800*	40%	*2,348*	*520%*
	Committee Meeting Expense - TPC	3,709	2,000	*1,000*	**3,700**	1,700	85%	*2,700*	270%	*(9)*	*0%*
	Committee Meeting Expense - Governance	-	3,000	*3,000*	**-**	(3,000)	-100%	*(3,000)*	-100%	-	*0%*
	Committee Meeting Expense - Accessibility*	-	2,500	*2,000*	**-**	(2,500)	-100%	*(2,000)*	-100%	-	*0%*
	Cultural Working Group	-	-	-	**-**	-	0%	-	0%	-	*0%*
	Communications and ITC Fundraising	44,128	73,500	*64,000*	**73,000**	(500)	-1%	*9,000*	14%	*28,872*	*65%*
	FN Protocol Funds	225	-	-	**-**	-	0%	-	0%	*(225)*	*-100%*
	SW Support and Licensing	92,806	150,200	*150,000*	**194,100**	43,900	29%	*44,100*	29%	*101,294*	*109%*
	Internet	46,991	46,300	*48,000*	**46,700**	400	1%	*(1,300)*	-3%	*(291)*	*-1%*
	Technical Support	79,029	60,000	*60,000*	**95,000**	35,000	58%	*35,000*	58%	*15,971*	*20%*
	Meeting Streaming Services	17,172	15,000	*15,000*	**15,000**	-	0%	-	0%	*(2,172)*	*-13%*
	Contingency	-	5,000	*5,000*	**5,000**	-	0%	-	0%	*5,000*	*0%*
	Contracted Temporary Staffing	90,339	2,500	*22,000*	**-**	(2,500)	-100%	*(22,000)*	-100%	*(90,339)*	*-100%*
	Elections - General	157,631	-	-	**-**	-	0%	-	0%	*(157,631)*	*-100%*
	Elections - By-elections	-	7,000	*7,000*	**7,000**	-	0%	-	0%	*7,000*	*0%*
	Insurance	198,517	208,150	*208,000*	**220,410**	12,260	6%	*12,410*	6%	*21,893*	*11%*
	ITC - Board Honoraria	6,350	7,000	*8,000*	**7,000**	-	0%	*(1,000)*	-13%	*650*	*10%*
	ITC - Board Meeting Expense	2,867	1,425	*1,000*	**2,850**	1,425	100%	*1,850*	185%	*(17)*	*-1%*
	ITC - Board Training & Conferences	1,484	1,600	*2,000*	**1,600**	-	0%	*(400)*	-20%	*117*	*8%*
	ITC - Property Management	119,106	159,930	*160,000*	**166,140**	6,210	4%	*6,140*	4%	*47,034*	*39%*
	ITC - Conservation Planning & Land Securement	21,697	26,550	*16,000*	**26,550**	-	0%	*10,550*	66%	*4,853*	*22%*
	ITC - Ecosystem Mapping	-	18,000	*5,000*	**18,000**	-	0%	*13,000*	260%	*18,000*	*0%*
	Land Title Registrations	3,412	3,900	*3,000*	**4,780**	880	23%	*1,780*	59%	*1,368*	*40%*
	Legal - general	88,071	69,998	*99,000*	**96,095**	26,096	37%	*(2,905)*	-3%	*8,024*	*9%*
	Legal - bylaw enforcement litigation	65,859	80,000	*125,000*	**75,700**	(4,300)	-5%	*(49,300)*	-39%	*9,841*	*15%*
	Legal - litigation defence	188,814	72,356	*47,000*	**76,720**	4,364	6%	*29,720*	63%	*(112,094)*	*-59%*
	LTC "Trustee Expenses"	1,889	4,500	*4,000*	**2,600**	(1,900)	-42%	*(1,400)*	-35%	*711*	*38%*
	LTC "Executive Expense on LTC's"	15,914	12,000	*30,000*	**36,900**	24,900	208%	*6,900*	23%	*20,986*	*132%*
	LTC Meeting Expenses	29,652	13,000	*34,000*	**19,105**	6,105	47%	*(14,895)*	-44%	*(10,547)*	*-36%*
	LTC Local Exp APC Meeting Expenses	3,723	4,860	*9,000*	**6,665**	1,805	37%	*(2,335)*	-26%	*2,942*	*79%*
	LTC Local Exp Communications	4,988	5,000	*7,000*	**6,434**	1,434	29%	*(566)*	-8%	*1,446*	*29%*
	LTC Local Exp Special Projects	242	4,750	-	**-**	(4,750)	-100%	-	0%	*(242)*	*-100%*
	Meeting Expense	82,117	122,975	*123,000*	**137,400**	14,425	12%	*14,400*	12%	*55,283*	*67%*
	Memberships	15,306	16,440	*16,000*	**18,700**	2,260	14%	*2,700*	17%	*3,394*	*22%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

	2022/23	2023/24		2024/25	*Budget-Budget Comparisons*		Budget-Forecast Comparisons		*Budget-Actual Comparisons*	
	ACTUALS *elections*	BUDGET	Q2 Forecast	**Draft BUDGET**	Budget Change $	Budget Change %	Change $	Change %	*Draft budget vs 2023 actuals*	*Draft Budget to 2023 actuals % change*
Notices - Statutory & Non-Statutory	16,167	17,850	*16,000*	**17,850**	-	0%	*1,850*	12%	*1,683*	*10%*
FOI & Records Management*	-	10,000	*10,000*	**15,000**	5,000	50%	*5,000*	50%	*15,000*	*0%*
Office - Lease costs	426,537	421,800	*422,000*	**449,600**	27,800	7%	*27,600*	7%	*23,063*	*5%*
Office - outside services	54,241	53,500	*54,000*	**59,100**	5,600	10%	*5,100*	9%	*4,859*	*9%*
Postage, Courier & Delivery	6,812	9,050	*8,000*	**7,760**	(1,290)	-14%	*(240)*	-3%	*948*	*14%*
Recruitment & Labour Relations	16,820	21,000	*21,000*	**21,000**	-	0%	-	0%	*4,180*	*25%*
Payroll Processing*	-	19,500	*20,000*	**20,700**	1,200	6%	*700*	4%	*20,700*	*0%*
Safety	4,840	5,000	*5,000*	**5,100**	100	2%	*100*	2%	*260*	*5%*
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,246,658	2,642,038	*5,999,000*	**2,881,539**	239,500	9%	*(3,117,461)*	-52%	*634,881*	*28%*
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	570,058	671,078	*0*	**731,911**	60,833	9%	*731,911*	0%	*161,852*	*28%*
Sal & Ben - Salaries - Planners & RPMs	1,240,487	1,519,311	*0*	**1,593,307**	73,996	5%	*1,593,307*	0%	*352,820*	*28%*
Sal & Ben - Benefits - Planners & RPMs	313,071	385,905	*0*	**404,700**	18,795	5%	*404,700*	0%	*91,629*	*29%*
Sal & Ben - Salaries - Planning Support	427,850	499,616	*0*	**497,802**	(1,813)	0%	*497,802*	0%	*69,952*	*16%*
Sal & Ben - Benefits - Planning Support	108,267	126,902	*0*	**126,442**	(461)	0%	*126,442*	0%	*18,175*	*17%*
Sal & Ben - Salaries - Bylaw	251,140	306,518	*0*	**320,833**	14,316	5%	*320,833*	0%	*69,693*	*28%*
Sal & Ben - Benefits - Bylaw	64,285	77,855	*0*	**81,492**	3,636	5%	*81,492*	0%	*17,207*	*27%*
Stationery & Supplies	41,580	29,020	*33,000*	**42,051**	13,031	45%	*9,051*	27%	*471*	*1%*
Subscriptions	5,288	5,360	*10,000*	**7,900**	2,540	47%	*(2,100)*	-21%	*2,612*	*49%*
Telephone	14,011	18,100	*14,000*	**13,100**	(5,000)	-28%	*(900)*	-6%	*(911)*	*-7%*
Mobile Devices	25,755	29,240	*26,000*	**25,070**	(4,170)	-14%	*(930)*	-4%	*(685)*	*-3%*
Training - Organization-wide	3,006	5,000	*5,000*	**3,200**	(1,800)	-36%	*(1,800)*	-36%	*194*	*6%*
Training - staff recognition & meetings	11,516	15,800	*12,000*	**11,200**	(4,600)	-29%	*(800)*	-7%	*(316)*	*-3%*
Training & Conferences	32,699	47,800	*56,000*	**51,775**	3,975	8%	*(4,225)*	-8%	*19,076*	*58%*
Travel for Training	19,901	17,950	*40,000*	**29,050**	11,100	62%	*(10,950)*	-27%	*9,149*	*46%*
Travel	71,255	63,475	*88,000*	**76,725**	13,250	21%	*(11,275)*	-13%	*5,470*	*8%*
Trustee Remuneration	555,215	589,978	*588,000*	**621,045**	31,066	5%	*33,045*	6%	*65,829*	*12%*
Trustee Remuneration - CPP Expense	22,132	20,778	*21,000*	**22,033**	1,255	6%	*1,033*	5%	*(99)*	*0%*
Trustee Remuneration - Health/Dental benefits	47,727	76,550	*64,000*	**65,870**	(10,680)	-14%	*1,870*	3%	*18,143*	*38%*
Trustee Remuneration - Pay in Lieu of benefits	667	-	-	**-**	-	0%	-	0%	*(667)*	*-100%*
Trustee Remuneration - Employer Health Tax	10,895	11,505	*11,000*	**12,110**	606	5%	*1,110*	10%	*1,215*	*11%*
Operating Budget Subtotal	*8,199,392*	*9,137,613*	*9,009,000*	**9,862,415**	724,801	8%	853,415	9%	1,663,023	20%
Amortization budget adjustment (not taxed for)		(178,000)		(229,000)	(51,000)	29%	*(229,000)*	*0%*	*(229,000)*	*0%*
Net Operating Budget Subtotal	*8,199,392*	*8,959,613*	*9,009,000*	**9,633,415**	673,801	8%	624,415	7%	1,434,023	17%
PROJECTS										
LTA Projects:										
LTA Work Funded by Special requisition (SWIPPA)	59,599	43,500	*31,000*	**-**	(43,500)	-100%	*(31,000)*	-100%	*(59,599)*	*-100%*
LTC Projects, partially funded by LTC reserve fund	110,430	286,000	*97,000*	**355,500**	69,500	24%	*258,500*	266%	*245,070*	*222%*
LTC Projects funded by Special Requisition Surplus Fund	57,294	-	-	**-**	-	0%	-	0%	*(57,294)*	*-100%*
LTC Projects Funded by Approved Grants (590) - SSI LTA	3,851	-	*75,000*	**100,000**	100,000	0%	*25,000*	33%	*96,149*	*2497%*
LTC Projects Funded by Contingent Grants (590)		1	-	**1**	-	0%	*1*	0%	*1*	*0%*
Strategic Plan Projects										
Reconciliation Action Plan implementation	7,219	30,000	*30,000*	**25,000**	(5,000)	-17%	*(5,000)*	-17%	*17,781*	*246%*
Policy Statement Amendment	67,430	30,000	*34,000*	**35,000**	5,000	17%	*1,000*	3%	*(32,430)*	*-48%*
Stewardship Education Program	10,398	15,000	*14,000*	**15,000**	-	0%	*1,000*	7%	*4,602*	*44%*
Secretariat Services	12,513	12,000	*12,000*	**15,000**	3,000	25%	*3,000*	25%	*2,487*	*20%*
Housing Needs Assessment: North/South Gulf Islands		30,000	*30,000*	**110,000**	80,000	267%	*80,000*	267%	*110,000*	*0%*
Housing Strategy and Housing Options Toolkit				**30,000**	30,000	0%	*30,000*	0%	*30,000*	*0%*
First Nations Engagement Plan		10,000	*10,000*	**18,000**	8,000	80%	*8,000*	80%	*18,000*	*0%*
Governance Committee Project Funds				**3,000**	3,000	0%	*3,000*	0%	*3,000*	*0%*
Heritage Overlay Mapping		-		**-**	-	0%	-	0%	-	*0%*
Indigenous Watersheds Initiative		22,000	*22,000*	**-**	(22,000)	-100%	*(22,000)*	-100%	-	*0%*
Governance Review Projects		-		**-**	-	0%	-	0%	-	*0%*
Website Design/Functionality updates		-		**-**	-	0%	-	0%	-	*0%*
Freshwater Sustainability Strategy		-		**-**	-	0%	-	0%	-	*0%*
Broadcast Public Meetings		-		**-**	-	0%	-	0%	-	*0%*
Housing Initiatives	5,000	-		**-**	-	0%	-	0%	*(5,000)*	*-100%*
Groundwater Recharge Mapping	72,915	10,000	*10,000*	**-**	(10,000)	-100%	*(10,000)*	-100%	*(72,915)*	*-100%*
Eelgrass Mapping		-	-	**-**	-	0%	-	0%	-	*0%*
					-	0%	-	0%	-	*0%*
Operational Projects					-	0%	-	0%	-	*0%*
Electronic Records Management Improvement Project				**-**	-	0%	-	0%	-	*0%*
Cityview: Bylaw Portal		-		**90,000**	90,000	0%	*90,000*	0%	*90,000*	*0%*
Building Footprint: Data Update		-		**10,000**	10,000	0%	*10,000*	0%	*10,000*	*0%*
LG Development Approvals Program: PS	193,857	147,795	*148,000*	**-**	(147,795)	-100%	*(148,000)*	-100%	*(193,857)*	*-100%*
* Expense Claim System Upgrades		15,000	*15,000*	**-**	(15,000)	-100%	*(15,000)*	-100%	-	*0%*
Projects Total	540,906	651,296	*528,000*	**806,501**	155,205	24%	278,501	53%	265,595	49%

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2024/25

	2022/23	2023/24		2024/25	*Budget-Budget Comparisons*		Budget-Forecast Comparisons		*Budget-Actual Comparisons*	
	ACTUALS *elections*	BUDGET	Q2 Forecast	**Draft BUDGET**	Budget Change $	Budget Change %	Change $	Change %	*Draft budget vs 2023 actuals*	*Draft Budget to 2023 actuals % change*
									-	
Total Operating + Projects Expenditures	8,740,298	9,788,909	9,537,000	**10,668,916**	1,504,258	17%	1,131,916	12%	2,062,073	24%
CAPITAL										
Computer H/W & S/W	5,000	129,300	*129,000*	**148,700**	19,400	15%	*19,700*	15%	*143,700*	*2874%*
Computer HW for new trustees	-	-		**-**	-	0%	-	0%	-	*0%*
Software - separate from Hardware for 2021	4,054	-		**-**	-	0%	-	0%	*(4,054)*	*-100%*
Office - Equipment & Furniture	2,333	5,000	*6,000*	**5,000**	-	0%	*(1,000)*	-17%	*2,667*	*114%*
Office - Relocation				**210,000**	210,000	0%	*210,000*	0%	*210,000*	*0%*
Office - Renovations		-		**-**	-	0%	-	0%	-	*0%*
Total Capital Spending	11,387	134,300	*135,000*	**363,700**	229,400	171%	*228,700*	169%	*352,313*	*3094%*
Total Cash Operating, Projects, Capital Budget	8,751,684	9,745,209	*9,672,000*	**10,803,616**	1,058,406	11%	*1,131,616*	12%	*2,051,931*	*23%*
Net Surplus (Shortfall)	22,636	(414,900)	*7,000*	**(429,000)**	(14,100)	3%	*(436,000)*	-6229%	*(451,635)*	*-1995%*
Surplus (deficit)	22,636	(414,900)	*7,000*	**(429,000)**	(14,100)	3%	*(436,000)*	-6229%	*(451,635)*	*-1995%*
Funded by:										
Change in Amounts invested in Tangible Capital Assets	75,719	0	(20,000)	-						
Transfer from (to) General Revenue Surplus Fund	(98,764)	231,000	(71,000)	**210,000**						
Transfer from (to) LTC Project Specific Reserve Fund	3,116	183,900	97,000	**219,000**						
Transfer (to) from Special Tax Requisition Fund	56,892	0	(13,000)	-						
Net Balance	**59,599**	**0**	**-**	**0**						

Islands Trust
Proposed Strategic Plan Projects
Fiscal Year 2024/25

	DESCRIPTION	AMOUNT	*Funding Source*	
STRATEGIC PLAN:				
#4.6	Reconciliation Action Plan implementation	25,000	*taxes*	Strategic Plan Projects (EC-TPC)
#3.1, 4.4, 5.6	Policy Statement Amendment	35,000	*taxes*	Strategic Plan Projects (EC-TPC)
#4.3	Stewardship Education Program	15,000	*taxes*	Strategic Plan Projects (TPC)
#5.2	Secretariat Services	15,000	*taxes*	Strategic Plan Projects (TPC)
	Housing Needs Assessment: North/South Gulf Islands	110,000	*taxes*	Strategic Plan Projects (RPC)
	Housing Strategy and Housing Options Toolkit	30,000	*taxes*	Strategic Plan Projects (RPC)
Total Proposed Strategic Plan Projects		**230,000**		

Islands Trust
Proposed Operational Projects
Fiscal Year 2024/25

DESCRIPTION	AMOUNT	*Funding Source*
OPERATIONAL INITIATIVES		
Cityview: Bylaw Portal	90,000	*taxes*
Building Footprint: Data Update	10,000	*taxes*
SSI Office Relocation	210,000	*surplus*
MS 365 Upgrade	34,000	*taxes*
Total Operational Initiatives	**344,000**	

Islands Trust
Proposed Staffing Changes
Fiscal Year 2024/25

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING, Permanent (P)			
	New ITC STAFF *(FT, estimated start date Aug 1), funded by taxes*		
	Salary	85,900	
	Benefits	21,800	
	Travel	-	
	Mobile Phone	-	
	Computer - Laptop	1,500	
	Training	1,500	
		110,700	*Taxes*
	New GIS staff *(FT, estimated start date Aug 1), funded by taxes*		
	Salary	69,900	
	Benefits	17,800	
	Travel	9,000	
	Mobile Phone	-	
	Computer - Laptop	1,500	
	Training	2,000	
		100,200	*Taxes*
	Total New Staff (P) Costs	**210,900**	
STAFFING, Temporary (T)			
	Freshwater Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,600	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	-	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,100**	*Taxes*
	Planning Services Co-op Student *(FT, 4 months), funded by taxes*		
	Salary	17,600	
	Benefits	4,500	
	Pacific Leaders Tuition Grant	-	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,100**	*Taxes*
	ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants*		
	Salary	16,300	
	Benefits	3,800	
	Pacific Leaders Tuition Grant	2,800	
	Travel	-	
	Mobile Phone (none)	-	
	Computer - Desktop (existing machines available)	-	
	Training (to be completed in-house)	-	
	Total FW Co-op Student	**22,900**	*Grant*
	Total New Staff (T) Costs	**67,100**	

ISLANDS TRUST
Fiscal Year 2024/25
PROPOSEED LTC PROJECTS

ITEM	AMOUNT	TOTAL
Specific Projects >$5000:		
DE: Housing Review	$ 15,000	
GAB:OCP and LUB Comprehensive Review	$ 77,000	
MA: Housing Options	$ 10,000	
NP:Housing Access and Affordability	$ 15,000	
HO:First Nations	$ 19,500	
SSI:OCP and LUB Review	$ 96,000	
SSI: Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan	$ 86,500	**$ 319,000**
Minor Projects:		
Pool for Allocation to LTCs in Year		**36,500**
Total LTC Projects in General budget		**355,500**

Islands Trust
Budget 2024/25
SURPLUS ALLOCATIONS

Per policy 6.5.1 - " The General Revenue Surplus Fund may be used to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for onetime and intermittent projects that would create a potential deficit situation at yearend. Trust Council must approve the amount of surplus to be used.

Area	Project/Area	Prior Year Carryover $ - allocated from surplus	New $ allocated from surplus	Total Surplus Funding in 2024/25
	Allocation of Funding Transferred from General Revenue Surplus Funds:			
Ops	SSI Office Relocation		210,000	**210,000**
	Total transfer from General Revenue Surplus Fund (GRSF)	-	210,000	**210,000**
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:			
	Pool for Allocation to LTCs in Year	-	36,500	$ 36,500
	Salt Spring Bylaw Review - Procedural Updates (OCP/LUB)	96,000	-	$ 96,000
	Salt Spring Ganges Village Area Planning	86,500	-	$ 86,500
		182,500	36,500	**219,000**
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 429,000**

Islands Trust 2024/25 Business Case Summaries

Trust Council Initiatives

Secretariat Services Program

Amount: *$15,000* (BIM contributes)
Estimated Staff Hours: 96
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.

Stewardship Education Program

Amount: *$15,000* (BIM contributes)
Estimated Staff Hours: 270
Sponsor: Trust Programs Committee

This project funding will support continued delivery of Stewardship Education Program activities (e.g. educational webinars, 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.

Policy Statement Amendment Project (cont'd)

Amount: *$35,000* (BIM contributes)
Estimated Staff Hours: 1600+
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 project will reach completion after the draft new Policy Statement bylaw has achieved first, second, and third reading by Trust Council, approval by the Minister of Municipal Affairs, and final adoption by Trust Council. The next phase of the project in 2024/25 will see consideration of a revised draft, and further engagement and referrals. The funding will be used to implement a communications strategy, support public engagement by local trust committees/Bowen Island Municipality as desired, and legal review of Draft 2 of the revised Policy Statement.

Regional Planning Committee – Housing Needs Reports

Amount: *$110,000* (BIM contributes)
Estimated Staff Hours: *100**
Sponsor: Regional Planning Committee

This funding would be allocated by the Regional Planning Committee to produce Housing Needs Reports for all local trust areas except Bowen Island Municipality and Salt Spring Island. The existing housing need reports must be updated as per legislation.

*Estimated staff hours may substantively change if requested to engage with community groups and other agencies as discussed at Financial Planning Committee October 18, 2023.

Regional Planning Committee – Housing Strategy and Housing Options Toolkit

Amount: *$30,000* (BIM contributes)

Estimated Staff Hours*: 450*

Sponsor: Regional Planning Committee

This funding would be allocated by the Regional Planning Committee to implement a Housing Strategy and Housing Options Toolkit.

Local Trust Committee Initiatives

<u>Denman Island Housing Review Project – Stage 2 – Phase 2 (cont'd)</u>
Amount: *$15,000*
Estimated Staff Hours: 450
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.

<u>Gabriola Island Official Community Plan and Land Use Bylaw Comprehensive Review – phase 2 (cont'd)</u>
Amount: *$77,000*
Estimated Staff Hours: 450
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, produce water assessment maps, and host public engagement events.

<u>Mayne Island Housing Options Project – Phase 2 (cont'd)</u>
Amount: *$10,000*
Estimated Staff Hours: 450
Sponsor: Mayne Island Local Trust Committee

The project will include exploring and implementing Land Use Bylaw and Official Community Plan amendments to support actions identified in the Draft Housing Action Plan for the following:

- Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
- Increased Opportunities for Non Profit Housing Development
- Permitting Alternative Housing Approaches
- Reducing Ecological Footprint of New Builds

<u>North Pender Island Housing Access and Affordability Project</u>
Amount: *$15,000*
Estimated Staff Hours: 450
Sponsor: North Pender Island Local Trust Committee

This project will result in amendments to the Land Use Bylaw and Official Community Plan that would provide opportunities and options to create more housing diversity and affordability. A Housing Action Plan that includes non-bylaw actions could also be developed.

Salt Spring Island Official Community Plan and Land Use Bylaw Major Review (cont'd)

Amount: *$96,000*
Estimated Staff Hours: 1200
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 (cont'd)

Amount: *$86,500*
Estimated Staff Hours: 900
Sponsor: Salt Spring Island Local Trust Committee

This project funding will support the next 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 drafting the area plan and public consultation on the plan, provide capacity funding to First Nations to support their participation, and to develop public engagement and communications material. This is expected to be the final year of the project.

Islands Trust Conservancy Board Initiatives

Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project
Amount: *$18,000* (BIM contributes)
Estimated Staff Hours*: 200*
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. 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.

Staffing Requests

Geographical Information Systems (GIS) Coordinator – 1.0 FTE
Amount: *$84,291*
Estimated Staff Hours:
Sponsor: Executive Committee

The Islands Trust is experiencing a growth in Geographic Information Service (GIS) needs and a corresponding reduction in GIS dedicated personnel which requires attention. Given that the Senior Technical Analyst (Information Service Manager) position has migrated to a general information services management function at a loss of approximately 0.3 FTE of dedicated GIS support, the organization is left with 1.0 FTE, the Technician, to provide all GIS services. There has also been a concurrent increase in GIS service needs across the organization due to volume and complexity of land use applications, long range project mapping needs and Conservancy services. As a result GIS services are becoming overwhelmed and require additional staffing resources. This proposal is to add a new GIS Coordinator position to address the service shortfall.

ITC Additional staff capacity (business case still in development)
Amount: *~$105,000* (BIM contributes)
Estimated Staff Hours: unknown
Sponsor: Islands Trust Conservancy Board

This business case is still in development at time of writing.

Operational Initiatives

Building Footprint Layer Update in Mapping System
Amount: *$10,000* (BIM contributes)
Estimated Staff Hours: *40*
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 and to update the building footprint layer of the mapping system.

Bylaw Compliance and Enforcement Information Portal

Amount: *$90,000*
Estimated Staff Hours: *120*
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.

Salt Spring Island Office Relocation

Amount: *$210,000*
Estimated Staff Hours: *120*
Sponsor: Executive Committee

The Salt Spring Island office lease has been terminated effective July 24, 2024. All feasible opportunities are being explored; however, as of September 2023 only one location has been found that may accommodate Salt Spring Island office needs. That space requires redesigning, some construction, and consideration of furniture needs including kitchenette appliances. Other options being explored also need some degree of renovation to meet basic public office standards. Note that the Islands Trust Governance Review, February 2022, does not recommend removing or reimagining the Salt Spring Island office. However, staff are seeking to reduce the office footprint with office/desk sharing arrangements as more staff take advantage of possible telework agreements (working from home part time).

Microsoft 365 Purchase and Implementation

Amount: *$34,000* (BIM contributes)
Estimated Staff Hours:
Sponsor: Executive Committee

Migration to Microsoft 365 software is a required business expense in the coming year that is aligned with our corporate move towards Windows 11 from Windows 10. The upgrade is to protect from obsolescence, increase security control and to avoid service disruption as extended support from Microsoft for Office 2016 is scheduled to end in October 2025.

BRIEFING

To: Financial Planning Committee **For the Meeting of:** October 18, 2023

From: **Executive Committee** **Date Prepared:** October 11, 2023

SUBJECT: **2024/25 Executive Committee project budget requests**

PURPOSE: To advise the Financial Planning Committee of budget requests related to responsibilities of Executive Committee.

BACKGROUND:

On October 3, 2023 the Executive Committee considered potential budget requests and decided to recommend to the Financial Planning Committee for inclusion in the Fiscal Year 2024/25 Budget the amounts below:

Funding request	2024/25 Amount requested	Notes
History and Heritage Grants in Aid	$10,000	Prior year actuals: FY2020: $4,500 FY2021: $0 FY2022: $0 FY2023: $6,000 FY2024: $0 budgeted Trust Council put this program on hold for 2023/24. In 2022/23 Executive Committee overspent the $4,000 budget by $2,000.
Application Sponsorship	$15,000	Prior year actuals: FY2020 : $2,035 FY2021: $13,485 FY2022: $7,150 FY2023: $5,950 FY2024: $2,250 YTD to September 30/23 The recently increased LTC fees bylaw have resulted in increased application fees.

Potential funding request	2024/25 Amount proposed	Notes
Reconciliation	$30,000	Staff recommend sustaining the reconciliation budget to respond to an anticipated increase in program activities and continued implementation of the Reconciliation Action Plan, and to support improvement of associated administrative practices. The budgeted funds will be used towards contract advisors; trustee and staff travel, food, venues and speaker honoraria/contract trainers for the Reconciliation Learning Group; and costs associated with the Snaw-naw-as/Islands Trust working group and any other working groups initiated under protocol agreements. The budget will also support travel costs for leadership to leadership meetings with First Nations. There is also a need to have contingency reconciliation program funds available to be responsive to emerging issues. Historical spending is not a helpful guide for budgeting as the Senior Indigenous Relations role has experienced a vacancy and the focus of the program is shifting from internal capacity building to engagement.
Communications	$50,000	Staff recommend sustaining the communications budget to respond to an increasing demand for communications about Islands Trust and its projects. This budget supports use of contract communications/engagement support as needed as issues arise. Staff are preparing a detailed communications strategy that will underpin this request. Staff anticipate that communications initiatives driven by policy (e.g. annual report, consultation on budget) will proceed) and that routine support for LTC and Strategic Plan projects and initiatives will proceed, which at times require contracted graphic design (~$8,000 in 2022/23). Staff also anticipate that a suite of new initiatives will be approved (e.g. website improvements, boosting of social media posts, island profile updates/redesign, and 50th anniversary). There is also a need to have contingency communication funds available to be responsive to emerging issues. Historical spending is not a helpful guide for budgeting as the Communications Specialist role has not had a permanent employee in recent years until this year.
NAPTEP application sponsorship	$1,000	In 2022 Trust Council approved guidelines regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy.
Building Footprint GIS Data Layer Update	$10,000	**Attachment 1. Business Case** This will result in a updating a significantly outdated GIS layer which is baseline data for both Islands Trust Conservancy and Planning Services. The acquisition involves GIS interpretation of the most recently available orthophotos.
Policy Statement Amendment Project	$35,000	**Attachment 2. Business Case**

Potential funding request	2024/25 Amount proposed	Notes
Bylaw Portal Licensing and Implementation Project	$90,000	**Attachment 3. Business Case** This proposal would fund the transition of Bylaw enforcement information over to CityView which will increase public transparency by offering the public new features such as the ability to track a bylaw compliance and enforcement file from submission to resolution. It will also offer staff improved software features and information tracking which will lead to better reporting to management and elected officials.
Salt Spring office relocation	$210,000	**Attachment 4. Business Case** Only 1 quote received at this time, this is an approximation. A more detailed project outline will be provided to EC and FPC once full details are obtained.
Microsoft 365	$34,000	**See attached report for context of proposed spend**
Geographic Information System Staffing Request	$84,291	**See attached Business Case** This business case is to add 1.0 FTE for a GIS Coordinator or equivalent. This request is a placeholder as further analysis is being developed on the appropriate position level and funding level.

Business cases are not required for projects $5,000 or less. Communications funding has always been considered without a business case and beginning last year, the same approach is taken to Reconciliation funding.

ATTACHMENT(S):

1. Building Footprint GIS Data Layer Update Business Case
2. Policy Statement Amendment Project Business Case
3. Bylaw Portal Licensing and Implementation Project Business Case
4. Salt Spring Office Relocation Business Case
5. Microsoft 365 Business Case
6. Geographic Information Systems Staffing Requests

FOLLOW-UP: Staff have incorporated Executive Committee project budgets into the draft 2024/25 budget and will make additional changes requested by the Financial Planning Committee.

Prepared By: **Clare Frater, Director, Trust Area Services**

Reviewed By: **Russ Hotsenpiller, CAO/October 11, 2023**

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*
Executive Committee

Department:
Trust Area Services

Name of Request:

Policy Statement Amendment Project (PSAP)

$ Value of Request *(indicate by fiscal year and total if project is multi-year)*

FY24/25 $35,000

FY 25/26 $13,000 estimated
FY 26/27 $ depends on implementation plan not yet developed

Total: $48,000 plus FY26/27 TBD

Over $280,000 has been spent since the project's inception in 2019 on public engagement, First Nations engagement, and other project related expenses, in addition to considerable staff hours.

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**
- ■ **Other – please describe:** ______________________

Revised Budget Breakdown:
-$10,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.)
-$20,000: Public Engagement Phase 4
(in-person engagement events/special meetings for some LTCs/IMs as desired, staff travel, etc.)
-$5,000: Legal Services

Date of Submission to Finance:
October 5, 2023

Funding Required for (date range):
April 1, 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

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, 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 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, and third reading by Trust Council; approval by the Minister of Municipal Affairs; and final adoption by Trust Council.

In September 2022, Trust Council passed the following resolution**:**

> ***That Trust Council request staff to prepare a Policy Statement Amendment Project Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023.***

Staff have contracted a communications consultant in FY 2023-24 to implement the communications strategy Trust Council received in March 2023.

The funding requested via this business case will support implementation of a project charter approved by Trust Council. The requested funds would be spent as follows:

- $10,000: Continued implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.) and hiring of contracted communications support.
- $20,000: Public Engagement Phase 4 (in-person engagement events/special meetings hosted by some LTCs/IMs as desired, staff travel, etc.)
- $5,000: Legal Services

ISSUE/OPPORTUNITY:

Background: The currently Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case is requesting funding for the next stage of the Policy Statement Amendment Project that has been underway since 2019 and has involved extensive engagement. While First Reading of the first draft of the bylaw had been anticipated in July 2021, Trust Council instead requested enhanced community engagement, followed by direction to staff to implement 32 resolutions. In March 2023, Trust Council adopted a project charter which allows for a substantial amount of time for consideration of future drafts of the revised Policy Statement. Due to staff vacancies in 2023, project implementation has been delayed by six months from what was articulated in the March 2023 project charter.

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. More detailed project information is available on the Islands 2050 webpage.

Current Project Status:

Staff have developed a revised draft, as per Trust Council's 32 resolutions, after engaging with internal and external staff partners and seeking legal counsel in the process. Staff are engaging with First Nations to seek their early input on the draft. Staff are now engaging and working in cooperation with eight First Nations who accepted capacity funding to seek their early input on the draft. Staff anticipate presenting Draft 2 of the revised Policy Statement to Trust Programs Committee and Executive Committee in January 2024 along with a summary of comments from First Nations and recommendations for additional changes. These committees will then prepare recommendations for Trust Council to consider.

Staff have contracted a communications consultant to assist with implementation of a communications strategy for the project from now until March 2024.

PROJECTED RESULTS/DELIVERABLES:

The April 2024-March 2025 work on this project will result in First Reading of Bylaw 183 of the Policy Statement. The funding requested will enable this to happen through support for communications including materials, public engagement by local trust committees/Bowen Island Municipal Council, and revisions to Draft 2 of the Policy Statement, and legal review of the draft.

In the April 2024-March 25 the following activities are proposed for the project :

- EC and TPC develop recommendations for further revisions, as requested by TC
- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required. Staff will make those revisions.
- Approval in principle by Trust Council (possibly in Late Summer/Fall 2024)
- A six-month internal referral process to local trust committees and Bowen Island Municipality (prior to First Reading). The intent is that local trust committees and Bowen Island Municipality will, as they deem necessary or desirable, undertake local public engagement using a method selected by the local trust committee/Bowen Island Municipal Council to inform their referral responses. As this is not part of local work programs the public engagement events would be supported/organized by Trust Area Services staff.
- After incorporating feedback from local trust committees and Bowen Island Municipality referral responses, Trust Council would undertake First Reading and then refer the document to other agencies/First Nations for at least three months.

RISK ASSESSMENT:

The proposed recommended option carries the following risks and options for mitigation:

Risk: A lack of timely and responsive communications materials risk developing a lack of public confidence in the project, circulation of misinformation, and poor levels of public engagement or high levels of engagement at the wrong points in the project. The lack of a proactive communications strategy at the outset of the project, lack of political consensus, ongoing vacancies in the TAS Communications Specialist position, and widespread misinformation about the project have slowed progress on the Policy Statement Amendment Project in recent years. To mitigate these risks going forward, Trust Council requested staff in September 2022 to develop a communications strategy to be implemented in FY 2023-24.

- These risks can be mitigated through ongoing implementation of the communications strategy with support from an external contractor to provide resiliency.

Risk: Extended timeframe incurred by having two referral periods increases the staff resources required for the project and increases risks to the project (e.g. staff turnover, emerging issue that competes for project resources). The approach of internal referral/public engagement prior to First Reading, does not represent typical local government bylaw review process.

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process which could remove at least six months from the project timeline.

Risk: Adoption of revised Policy Statement in December 2026, after the next local elections.

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process.
- This risk could be mitigated by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

Risk: Lack of coordinated Trust Area-wide approach to public engagement. The planned approach is to refer the draft document, after receiving approval in principle from Trust Council to local trust committees and Bowen Island Municipality for six months. During this time, local trust committees and Bowen Island Municipality could undertake local public engagement, with some Trust Area Services staff support, at regular or special meetings, to inform their referral responses. This de-centralized approach could result in uneven delivery of public engagement, unavailable resources due to overlapping decentralized engagement activities and, depending on the engagement and data collection methods used, a lack of public confidence in the engagement process. The lack of a central on-line public engagement methods, such as a survey and virtual community workshops, may result in some community members feeling that there were not offered a convenient way to provide their views on the new draft.

- This risk could be mitigated by Trust Council reconsidering the approach to public engagement and undertaking a coordinated Trust-wide approach that includes a survey and possibly virtual community workshops

Risk: Lack of backfill for regular Senior Policy Advisor work leading to lack of progress on other initiatives and/or staff burnout. This business case assumes that the Senior Policy Advisor position is seconded to this project full-time, as has been the case in recent years. This means that the other duties that this position is responsible for do not have dedicated staff resources. In recent years, the Director of Trust Area Services has been undertaking many of these additional duties in addition to her regular work (often outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours. This informal backfill by the Director is not sustainable into the future and the ability of the Grants Manager to continue to support additional activities is in question as the demand for grant-related support is on the rise. The risk is that Trust Area Services' work in other areas (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.) would need to be paused or continue to be paused. An additional risk is staff burnout and/or lowered staff morale due to continuing requests for Trust Area Services support that cannot be accommodated in regular working hours.

- This risk (to other activities supported by Trust Area Services) could be mitigated by Trust Council funding backfill of the Senior Policy Advisor position or halting (not funding) OCP amendment project(s) to free up Planning Services staff time to support.

ALTERNATIVES CONSIDERED:

<u>Option 1:</u> Status quo- Implement project charter as approved in September 2023: $35,000

Description of activities in 2024/25

- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required and staff to make those revisions
- Legal review, as required
- Proactive and reactive communications about the project
- Approval in principle by Trust Council
- A six-month internal referral process to local trust committees and Bowen Island Municipality. During this time, local trust committees and Bowen Island Municipality can opt to undertake local public engagement as determined by them (could include some Trust Area Services staff support as needed) at regular or special meetings/events) to inform their referral responses.

Benefits – This is in keeping with the direction already provided by Trust Council.

Risks – as noted above

Financial implications – $35,000 requested would go to:

- Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal - $5,000 - to support the legal aspects of the project as needed
- Public engagement - $20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.

Resource requirements – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator and Communication Specialist. Staff hours required for public engagement depend on the options selected by local trust committees/Bowen Island Municipal Council. Staff hours required for re-drafting will depend on the scope of changes requested by Trust Council.

Other implications- None.

<u>Option 2:</u> Option 1 with Trust-wide Virtual/Print Public Survey: $55,000 (Option 1 plus $20,000 for a Trust Area-wide survey to receive input).

Description – This option would include all elements of Option 1 with an additional Trust Area wide public engagement survey. The additional funding would go to contracted survey research and preparation, survey design, survey set-up, survey analysis, and survey results report.

Benefits – As for Option 1 with constituents also receiving a virtual engagement option (survey) and Trust Council also receiving survey results that are collected in a consistent manner across the Trust Area.

Risks – Lack of contractor availability for contractors skilled at survey design on policy topics.

Financial implications – $55,000 requested would go to:

- All elements of Option 1, i.e.

    - Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
    - Legal - $5,000 - to support the legal aspects of the project as needed
    - Public engagement - $20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - $20,000 - $18,000 for survey design and analysis by contractor, with $2,000 for printing, distribution and return mail costs for print copies of the survey.

Resource requirements –

- All elements of Option 1, and
- Trust-wide Survey – staff time to procure contractor for survey and to monitor the contract

Other implications - None.

<u>**Option 3:**</u> **Option 2 with Virtual Community workshop: $65,000** (Option 2 plus $10,000 for virtual community workshop to receive input).

Description – This option would include all elements of Options 2 and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

Benefits – All benefits of Option 2 plus constituents are offered an event that provides access to subject matter experts; participants in the virtual community workshop can hear the perspectives of people throughout the region, Trust Council receives collated workshop engagement results in a consistent manner.

Risks –All risks of Option 2 plus potential lack of contractor availability for virtual community workshop design, facilitation and note-taking.

Financial implications – $65,000 requested would go to:

- All elements of Option 1, i.e.
    - Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
    - Legal - $5,000 - to support the legal aspects of the project as needed
    - Public engagement - $20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - $20,000 - $18,000 for survey design and analysis by contractor, with $2,000 for printing, distribution and return mail costs for print copies of the survey.
- Virtual Community Workshop - $10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

Resource requirements –

- All elements of Option 2, and
- Virtual Community Workshop – staff time to procure contractor for workshop, advise on content, and to monitor the contract; also a few hours from internal subject matters experts to participate in virtual community workshop.

Other implications- None.

<u>Option 4:</u> **Communication and legal elements of Option 1 with no public engagement: $15,000**

Benefits – Cost and staff time savings; accelerated project delivery leading to some reduced risks to the project (e.g. staff turnover, emerging issue that competes for project resources)

Risks – Trust Council and local trustees would receive unstructured feedback and may receive negative comments about the lack of a fourth phase of public engagement for the project.

Financial implications – $15,000 requested would go to:

- Communication and legal elements of Option 1 but with no public engagement.
    - Communications - $10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
    - Legal - $5,000 - to support the legal aspects of the project as needed

Resource requirements – Staff hours saved by not undertaking public engagement depend on the options that would have been selected by local trust committees/Bowen Island Municipal Council, and the extent of unstructured public feedback received.

*Other implications- W*ould require dedicated communications effort to advise the public of key messages such as the following:

- The draft being developed by Trust Council is informed by the results of previous phases of Trust Area wide public engagement, engagement with First Nations and referral agency comments.
- Trustees always want to hear the views of constituents to inform their decisions and votes
- Members of the public can write and present to Trust bodies/Bowen Island Municipality to share their views

<u>Option 5:</u> **Not proceed at this time or postpone until a future fiscal year: $0**

Benefits – Staff and financial resources available for other work.

Risks –The risks of not proceeding include the following:

<u>Risk:</u> continuing to operate under the guidance of a 30-year old document that does not reflect Trust Council's commitments to improve language and guidance relating to reconciliation, climate change and affordable housing may result in decisions that are not consistent with current values or current/predicted environmental conditions.

<u>Risk:</u> the public engagement results may be viewed as dated and no longer relevant.

<u>Risk</u>: staff turnover during a pause in the project could result in a loss of corporate memory leading to inefficiencies and loss of knowledge.

<u>Risk:</u> The Province of BC may amend the Islands Trust Act to require the Islands Trust Council to amend or considering amending the Policy Statement at regular intervals. The Local Government Act requires regional districts to, every five years, seek input on the need for review of the regional growth strategies from its citizens; affected local governments; First Nations; boards of education, greater boards and improvement

district boards; and the Provincial and federal governments and their agencies; and consider whether the regional growth strategy must be reviewed for possible amendment.

Financial implications – Funds available for other initiatives.

Resource requirements – Staff time to communicate cancellation or delay of the project.

Other implications- None.

<u>Optional add-on to Options 1-4:</u> Backfill Senior Policy Advisor position temporary part-time (for FY24/25 three days/week): $71,600

Benefits – Resources available for regular Senior Policy Advisor duties; reduced pressure on other staff to take on this positions' work. (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.)

<u>Risks</u> – Delay in recruitment. This is mitigated by having an up to-date job profile that is already through classification process.

Financial implications – $71,600 requested (would be in addition to costs of Options 1-6)

Resource requirements – Staff time to hire and supervise.

Other implications- None.

SUMMARY TABLE OF OPTIONS					
Activities	***Opt 1***	***Opt2***	***Opt3***	***Opt4***	***Opt5***
Communications ($10k)	X	X	X	X	X
Legal ($5k)	X	X	X	X	X
Local LTC/BIM led public engagement ($20k)	X	X	X		
Trust-wide virtual/print survey ($20k)		X	X		
Trust-wide Virtual Community Workshop ($10k)			X		
TOTAL COST	**$35k**	**$55k**	**$65k**	**$15k**	**$0**
TOTAL COST with Optional Add-on for staffing backfill ($71.6k)	**$106.6k**	**$126.6k**	**$136.6k**	**$86.6k**	**N/A**

CRITICAL SUCCESS FACTORS:

- Full staffing levels within Trust Area Services; administrative support available to manage correspondence as needed
- Adequate internal and external communications to build a shared understanding by members of Trust Council, First Nations, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline.
- Available staff and contractors
- Trust Council leadership.

RECOMMENDED OPTION:

Option 1 is recommended by Executive Committee as consistent with Trust Council's adopted project charter.

COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> Comparative regional growth strategy/official community plan update processes in BC local governments have notably higher budgets and cover smaller geographic areas. <u>Qualitative Analysis:</u> 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. It will also help to fulfill Trust Council's commitments to address reconciliation, climate change, and housing.
PURCHASING PROCEDURE: All expenditures will be in accordance with Procurement Policy 6.5.3.
PROPOSED IMPLEMENTATION STRATEGY: As outlined above and as per the Policy Statement Amendment Project Charter and Communications Plan.
STAFF RESOURCING In FY 2024-25, the project is estimated to require the following staff time: • 0.25 FTE - TAS Director • 1.0 FTE - Senior Policy Advisor • 0.5 FTE - Program Coordinator • 0.15 FTE - Senior Indigenous Relations Advisor • 0.15 FTE – Communications Specialist • 0.1 FTE - Legislative Services Clerk (or other clerks as available) • Will also require support from staff across the organization. Without additional staff resources, Trust Area Service's (TAS) regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Change management will be undertaken via proposed updated to the approved project charter. Communications are guided by a communications plan. This project will be managed by the Executive Committee with involvement by Trust Programs Committee as appropriate. Staff anticipate that Trust Programs Committee will be deeply involved in developing recommendations for amendment. First Nations are providing comment on the staff draft in Fall 2024 and will receive the document for comment after First Reading. Staff have, through work with First Nations to date, heard an interest for the Policy Statement amendment process, including timelines, to be co-designed with participating First Nations, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that if there is a desire for fundamental change the model of project delivery there is a need for it to be discussed between Islands Trust and First Nations' leadership.

Requested by: Executive Committee

Prepared by: Clare Frater, Director, Trust Area Services

Reviewed by: Russ Hotsenpiller, CAO

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*
Trust Programs Committee

Department:
Trust Area Services

Name of Request:

Stewardship Education Program

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$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:** speaker fees, communication expenses, honoraria, mailing costs

Date of Submission to Finance: August 28, 2023

Funding Required for (date range): Fiscal 2024-25

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

The Islands Trust Policy Statement includes numerous statements that Trust Council encourages property owners to undertake stewardship actions (policies 3.1.11, 3.3.3, 4.4.4, 5.1.4, 5.4.5, 5.8.8).

Islands Trust Council's Strategic Plan includes Strategy 4.3 *create a stewardship education program for the public, industry, and stakeholders in the Trust Area*.
4.4.7.

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Since 2017, Trust Programs Committee has implemented a Stewardship Education Program for the Islands Trust Council. This included:
17/18 : six on-island well owner education workshops (~$7,000)
18/19: six on-island sea level rise workshops in (~$4,250)
20/21: three climate action webinars in (~$3,000),
21/22: a "Living in the Trust Area" mailing program to new land purchasers in FY (~$13,000)
22/23: continued mailings to new land purchasers in (~$6,000).

In 2023/24 TPC intends to offer continued mailings (~$10,000) and a speaker series (~$5,000). The details of previous programming since 2020 is available on the Stewardship Education webpage.

The Policy Statement states that "The assistance and cooperation of property owners, residents and visitors is vital to the preservation and protection of the environment and amenities of the Trust Area and the implementation of the Policy Statement." and "The task of protecting the Trust Area is particularly challenging because ecosystems do not stop at political boundaries. Cooperative management programs are required to coordinate the actions of all stakeholders. Government, property owners, residents and visitors share responsibility for the preservation and protection of the Trust Area ecosystems."

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2024/25 is expected to assist community members to be more informed stewards. Audiences may include *the public, industry, and interested and affected parties (stakeholders) in the Trust Area.*

This initiative will help the Trust fulfil the vision set out the Islands Trust Act that the Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

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

The risk exists that incorrect information will be inadvertently provided. Staff will mitigate this risk by engaging expert speakers where possible, and requesting expert review of staff-produced publications (where applicable).

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 - i.e. do nothing - and the anticipated results of that action.*)

Each fiscal year, Trust Programs Committee considers the financial support it wishes to request from Trust Council and, once the budget is approved, the Committee considers the methods by which it will deliver the Stewardship Education Program. For this reason, it is not practical to assess all alternatives considered. In Fall 2023 Trust Programs Committee will undertake a public survey to seek view on which stewardship education topics should be addressed in the future via webinars.

Option 1: Do not offer the program.

Benefits – Additional Trust Area Services staff time for another initiatives
Risks – Does not advance Strategic Plan Strategy 4.3 C*reate a stewardship education program for the public, industry, and stakeholders in the Trust Area*
Financial implications – No funding required.
Resource requirements – Staff time available for other work.
Other implications- None.

Option 2: A larger budget for the Stewardship Education Program

Benefits – Would depend on the implementation selected by Trust Program Committee.
Risks – Would depend on the implementation selected by Trust Program Committee.
Financial implications – Larger budget required.
Resource requirements – Would depend on the implementation selected by Trust Program Committee. Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications- None.

Option 3: A smaller budget for the Stewardship Education Program

Benefits – Would depend on the implementation selected by Trust Program Committee
Risks – Would depend on the implementation selected by Trust Program Committee
Financial implications – Smaller budget required.
Resource requirements – Would depend on the implementation selected by Trust Program Committee. Depending on the activities selected, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications- None.

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

Critical success factors include:

- Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery may be impacted.
- Availability of contractor to develop mailing list (if Living in the Trust Area mailing is to proceed). If contractors are unavailable an accurate mailing list cannot be produced (staff could produce an in-house list (will contain errors and omissions as full data set not available internally).
- Public interest in participating in stewardship education events. If there is low public interest, project objectives won't be met.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

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

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:</u>

- $15,000 for the Stewardship Education Program for FY 2024/25. See also staff resourcing section below.

Qualitative:

- 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: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Any purchases will comply with the Procurement Policy. The services/goods to be procured will depend on the activities selected by Trust Programs Committee.

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?)*

Once budget approval is received, Trust Programs Committee will, in 2024/25, request staff to provide a project charter(s) for selected activities. Once the project charters are approved, staff will implement the project(s) as directed.

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

The staff resources required will depend on the activities selected by Trust Programs Committee in 24/25, with on-island events (if selected) requiring significantly more time commitment. At a minimum, staff hours needed are expected to be: program coordinator 200 hours, communications specialist 40 hours, and Director of Trust Area Services 30 hours, with additional time for administrative services staff to manage financial elements. The program coordinator offers support to the Stewardship Education Program as a core duty of the position. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 24/25 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Change management, communication and collaboration will be addressed via the strategies outlined in the project charter(s) and as directed by Trust Programs Committee during consideration of next steps.

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

Requested by (Committee or Business unit): Trust Programs Committee,

Prepared by: Gillian Nicol, Program Coordinator, August 15, 2023

Reviewed by: Clare Frater, August 21, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*
Trust Programs Committee

Department:
Trust Area Services

Name of Request:

Secretariat Services Program

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

$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 Submission to Finance: August 28, 2023

Funding Required for (date range): Fiscal Year 2024/25

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

The Islands Trust Policy Statement provides that: "To achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities."

Islands Trust Council's Strategic Plan includes Strategy 5.2 *Provide a secretariat role to forums within the Trust Area.*

In the Islands Trust Council's Secretariat Services policy sets out the policy for providing secretariat services which is defined as "the provision of administrative support including, but not limited to, meeting organization, meeting administration, public notices, recording and distribution of meeting notes or minutes, and website hosting and updating.

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

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 have 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 2021, Trust Programs Committee sought the feedback of coordination groups receiving secretariat services on the impact/benefits of those services, and heard that the funding was helpful and promoted better coordination, among other benefits.

The details of previous support provided via Trust Programs Committee since 2018 is available on the Support for Coordination Groups webpage along with details of the Salt Spring Island Watershed Protection Alliance support.

Previous amounts budgeted by Trust Council in the last three years:
23/24 $12,000
22/23 $15,000
21/22 $12,000

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Through offering support for administration, the Secretariat Services Program support the continued operation of coordination groups in the Trust Area. Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns. This initiative will help the Trust fulfil the vision set out the Islands Trust Act that the Trust preserve and protect in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

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

No risks identified.

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 - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Do not offer the program.

Benefits – Additional Trust Area Services staff time for another initiatives
Risks – Does not advance Strategic Plan Strategy 5.2 *Provide a secretariat role to forums within the Trust Area.*
Financial implications – No funding required.
Resource requirements – Staff time available for other work.
Other implications- None.

Option 2: A larger budget for the Secretariat Services Program

Benefits – Increased support available to coordination groups. In April 2023, Trust Programs Committee received requests for $14,120 in funding for its $12,000 budget.
Risks – None.
Financial implications – Larger budget required.
Resource requirements – Would depend on the implementation selected by Trust Program Committee. Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications- None.

Option 3: A smaller budget for the Stewardship Education Program

Benefits – Would depend on the implementation selected by Trust Program Committee
Risks – Uncertain. It could result in a coordination group facing administrative capacity issues.
Financial implications – Smaller budget required.
Resource requirements – Would depend on the implementation selected by Trust Program Committee. Depending on the how many coordination groups are supported and what support is offered, it could mean more or less staff time to manage contracts or more time for direct staff delivery.
Other implications- None.

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

Critical success factors include:

- Sufficient staff time to administer and deliver the program. If there is a critical staff vacancy, program delivery would be impacted. Also, the program depends on program staff time not being allocated to other initiatives by other Trust bodies.
- Availability of contractor to offer administrative support to coordination group. If contractors are unavailable program delivery may be impacted.
- Continued operation of coordination groups and continued Islands Trust participation in those coordination groups. Trust Programs Committee, via policy, has the discretion to allocate the budget provided.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

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

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:</u>

- $15,000 to fund requests from coordination groups in FY 2024/25. See also staff resourcing section below.

Qualitative:
- Continued Islands Trust support for administration of coordination groups comprised of First Nations, organizations and/or interested and affected parties (stakeholders).
- Regular meetings of coordination groups can support more informed decision-making by trustees and partner agencies and First Nations that participate in the coordination groups. Coordination groups, at times, also discuss coordinated advocacy messages, leading to more impactful campaigns.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Any purchases will comply with the Procurement Policy. Service contracts are typically offered via direct award. The Secretariat Services policy states that: *When Trust Programs Committee allocates funding from the Secretariat Services budget for Secretariat Services for a Coordination Group, the amount may not exceed the direct award commitment spending level in Trust Council's Procurement Policy 6.5.3.*

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?)*

The Secretariat Services policy states that: *Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If staff resources or funding remain unallocated after this meeting, the Trust Programs Committee may consider additional opportunities at future meetings.*

Typically, Trust Programs Committee has decided on which groups to support in April, with contracts issued in May and final reports from coordination groups provided in March.

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

The staff resources required will depend on the number of coordination groups supported by Trust Programs Committee in 24/25 and the nature of support offered. The program coordinator offers support to the Secretariat Services Program as a core duty of the position. At a minimum, staff hours needed are expected to be: program coordinator 75 hours, communications specialist 1 hour, and Director of Trust Area Services 20 hours, with additional time for administrative services staff to manage financial elements. The reasonableness of the staff hours in conjunction with other initiatives will somewhat depend on the scale and timing of the Policy Statement Amendment Project in 24/25 and other initiatives undertaken by Trust bodies that require support from Trust Area Services.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Information about how funding is allocated is posted to the Secretariat Services Program webpage and staff may promote the Islands Trust's contributions, as appropriate.

In April 2022, the Executive Committee requested staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This work has not begun as the Senior Policy Advisor position is dedicated to the Policy Statement Amendment project, and has not been backfilled for other work. If Trust Council did adopt new policy relating to s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act any impacts to the Secretariat Services program would not take effect until FY2025/26 at the earliest. Staff would ensure that all interested and affected parties were kept informed.

Requested by: Trust Programs Committee,

Prepared by: Gillian Nicol, Program Coordinator, August 15, 2023

Reviewed by: Clare Frater, August 21, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Requested by: Regional Planning Committee **Department:** Planning Services **Name of Request:** Northern Region and Southern Gulf Islands Housing Needs Reports **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* **2024/25: $110,000**	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ■ Third Party Contractors (or Co-op student) ☐ 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 Submission to Finance: RPC approved Sept. 6, 2023	**Funding Required for (date range):** April 1, 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Effective April 16, 2019 provincial requirements require all local governments to complete housing needs reports for their communities by April 2022 and every five years thereafter. The Housing Needs Reports for all Local Trust Committees, except the Salt Spring Island Local Trust Committee are legislatively required to be updated.

- Northern Region (DE, GA, GM, HO, LA, TH) Housing Needs Report, Dillon Consulting, June 2018
- Southern Gulf Island (GL, MA, NP, SP, SA) Housing Needs Report, JG Consulting Services, February 2018
- Salt Spring Island, Housing Needs Report, CRD, November 2020

Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

Strategic Actions 4.4 iii – 4.4 v within the Strategic Plan were refined in the RPC work program to include development of a Housing Options Strategy and Toolkit (subject of a different business case).

Regional Planning Committee Work Program: Strengthen housing affordability throughout the Islands Trust Area

Islands Trust Policy Statement Goal: To Sustain Island Character and Healthy Communities: "...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing".

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The business case proposes to hire a consultant to produce the legislatively required Housing Needs Reports.

All Local Trust Committees are legislatively required to update their Housing Needs Report every five years.

All LTC's Housing Needs Reports, except Salt Spring Island, are valid from 2018-2023; Salt Spring's Housing Needs Report is valid from 2020-2025.

A further opportunity is to consider including gaps as identified in the Housing Needs Gaps Analysis, Urban Matters, August 2023.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Housing Needs Reports for each Local Trust Area except Salt Spring Island would meet legislative requirements. Including a more detailed assessment of supplementary data points, typically qualitative data, would support a fully picture analysis of housing needs in each community.

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

Risk conflicting with oath of office. Housing Needs Reports are required by provincial legislation. All Trustees swore an oath of office to perform duties of office in accordance with the law. (Similarly staff swear an annual oath of employment). Completing the legislatively required task would alleviate any conflict.

Risk having outdated housing needs information. It is well understood that a housing crisis exists and that housing is needed by many. However, not updating the assessment regularly would result in current decisions being made on old data. Much changes every five years, and this has been especially true since Covid-19.

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

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

Option 1: Do Nothing

- Benefits – no cost
- Risks – Not meet provincial legislation. May affect funding or other agreements from province. May reduce effectiveness of housing related projects. May affect challenges related to sworn oaths.
- Financial implications – no cost.
- Resource requirements – staff would likely seek ways to update housing needs information on a project by project basis.
- Other implications-

Option 2: Update Northern and SGI Housing Needs Reports to minimal requirements using a Coop student

- Benefits – cost effective
- Risks – minimal to no experience – significant time orientating and reviewing student work
- Financial implications – cost effective
- Resource requirements – approved Coop Planner position; student supervision
- Other implications- Coop student would not get much else done and would have minimal opportunity to experience more of planning services while coop supervisor would be focused on primary output of student.

Option 3: Update Northern and SGI Housing Needs Reports to minimal requirements using a contractor

- Benefits – all LTCs requiring Housing Needs Reports would get them – meeting legislation.
- Risks – SSI is done separately thus not assured funding (although at time of drafting this business case SSI is reasonably funded for various Housing Need related deliverables and required deliverable can be during the 2025/26 fiscal period)
- Financial implications – Cost effective.
- Resource requirements – Standard. Staff drafting of Request for Proposal and contract management.
- Other implications- This option excludes consideration of addressing any qualitative assessments such as understanding employer needs, the quality of housing, or getting a more accurate assessment of rental accommodations and hidden homelessness.

Option 4: Update Northern and SGI Housing Needs Reports with supplemental data

- Benefits – Same as above but with supplemental data providing better insight into housing needs.
- Risks – each Local Trust Area may benefit from a different approach when identifying and addressing gaps in housing needs data. This in turn leads to increased need to cooperate/coordinate with local groups who could provide more information. This leads to different and inconsistent data gathering methods/information but once established, could benefit each LTA uniquely.
- Financial implications – expensive
- Resource requirements – standard.
- Other implications- getting better information will help the Islands Trust meet and address local housing needs in a more succinct manner and may lead to improved funding opportunities for local groups including regional districts to address more specific needs.

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

Must meet legislative requirements.
Address updated Strategic Plan healthy community strategies.
Meet community needs.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 3.

- Meets legislation and somewhat addresses updated Strategic Plan.
- It does not provide enhanced community engagement or any robust qualitative data; however, this may be included in focused OCP or LUB amendments on a LTC by LTC basis
- funding request kept to what is required only to meet legislation.

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:</u>

Cost is estimated to be $100,000 - $120,000. This is based on similar work done in 2017 and assuming an average annual rate of inflation of 3.26% between 2017-2023; it is further substantiated through a high-level cost estimate given in the Housing Needs Gaps Analysis Report.

<u>Qualitative:</u>

Assists LTCs make informed decisions based on current data, as required by legislation.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Request for Proposal.

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

- *April 2024: draft RFP terms of reference*
- *May 2024: post RFP*
- *June 2024: award RFP*
- *September 2024: submit final report to RPC*
- *October 2024: distribute report to LTCs*

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Standard resourcing for contract management.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

No special change management required. Share results with LTCs and staff.

Requested by: Regional Planning Committee

Prepared by: Stefan Cermak, Director Planning Services, August 28, 2023

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Regional Planning Committee

Department:

Planning Services

Name of Request:

Housing Strategy and Housing Options Toolkit

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

2024/25: $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:** Develop & Implement Housing Strategy and Housing Options Toolkit based on endorsement of both RPC and Trust Council in November/December 2023.

Date of Submission to Finance:
RPC approved September 6, 2023

Funding Required for (date range):
April 1, 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

Strategic Actions 4.4 iii – 4.4 v within the Strategic Plan were refined in the RPC work program to include development of a Housing Options Strategy and Toolkit (subject of a different business case).

Regional Planning Committee Work Program: Strengthen housing affordability throughout the Islands Trust Area

Islands Trust Policy Statement Goal: To Sustain Island Character and Healthy Communities: "...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing".

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Islands Trust Council declared that a housing equity and workforce shortage crisis exists on many islands and included strengthening housing affordability throughout the Islands Trust Area as a key objective in the existing Strategic Plan. The declaration and strategic objective has guided numerous Trust Council and Local Trust Committee actions including the creation of a draft Housing Strategy and Housing Options Toolkit. The strategy and toolkit require resources to be implemented as most planning staff time allocated to the Regional Planning Team doing regional (long range) planning is further allocated to LTC projects.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

The Housing Strategy and Housing Options Toolkit have numerous feasible deliverables including: but not limited to: refining the suitable land analysis, developing tools to help NGOs with affordable housing applications, hosting regional roundtables, developing communication and advocacy materials. All of these materials help elected officials to strengthen housing affordability throughout the Islands Trust Area as per the Strategic Plan.

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

Minimal to no resources will be applied to addressing the housing equity and workforce shortage crisis.

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 - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Do Nothing

- Benefits – no cost.
- Risks – minimal to no resources applied to addressing the housing equity and workforce shortage crisis
- Financial implications – none
- Resource requirements – none
- Other implications- lack of resources would cause staff to focus on other resourced projects/activities

Option 2: Request a $30,000 Placeholder

- Benefits – Allocates funding to address the housing crisis
- Risks – assumes advancement and eventual endorsement of a Housing Strategy and part 2 of the Housing Options Toolkit
- Financial implications – $30,000
- Resource requirements – tbd

- Other implications- deepen cooperation with various local housing groups trying to address housing crisis

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

Dedicated resources will help advance a Housing Strategy and more tools in the Housing Options Toolkit.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Request a $30,000 placeholder to advance a Housing Strategy and more tools in the Housing Options Toolkit.

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:</u>
$30,000

<u>Qualitative:</u>
Cooperation with local housing groups and other partners working to address the housing crisis.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

As per Procurement policies.

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

April 1, 2024 – March 31, 2025

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Staff have had much success in drafting a Housing Strategy and Housing Options Toolkit due to resources that were made available. Those resources have been significantly reduced and the strategy and toolkit need endorsement and resources to be implemented.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

The draft Housing Strategy and Housing Options Toolkit have been created to ensure addressing the mandate; however, communications may need to show evidence of this.

Change management may also include engagement with partners also seeking to address the housing crisis.

Requested by (Committee or Business unit): Regional Planning Committee

Prepared by (name, title)/date: Stefan Cermak, Director, Planning Services / August 30, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by (name, title): Information Systems	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ____________________ ☒ **Other – please describe:** ____Data Acquisition____
Business Area: Administrative Services	
Name of Request: Building Footprint Update **$10,000**	
Date of Funding Request Submission: 7/24/2023	**Funding Required for 2025): Dataset assessment and implementation**

This request is to fund the updating of building location information data for the Islands Trust. This will be achieved by hiring an out side contractor to interpret the most recent orthophoto data and to subsequently create a new dataset.

The building footprint dataset for the Islands Trust was acquired through an outsourcing contract in 2017, utilizing photo interpretation of 2016 orthophotos. However, with over seven years elapsed since its acquisition and the greatest amount of development experienced within the Trust Area, the dataset has become outdated, presenting potential obstacles for the Islands Trust Conservancy (ITC) and Planning Services (PS) in their efforts to assess land development pressures and address prevailing conservation challenges.

By updating the building footprint dataset, the Islands Trust can realize a valuable opportunity to:

Improve Decision-Making
Up-to-date and accurate data will enable the ITC to make more informed decisions regarding, conservation strategies, and property management and acquisitions, and enable local trust committees to make more informed land use planning decisions. The dataset will facilitate evidence-based analysis.

Enhance Conservation Efforts
The ITC, responsible for conservation initiatives, can leverage current and reliable data to identify conservation priorities, identify potential impacts on conservation areas from built infrastructure and effectively monitor changes in the natural and developed landscape. Ultimately, timely data will bolster the ITCs efforts in safeguarding the region's biodiversity and ecosystems and can assist in conservation priority area modelling.

Streamline Land-use Planning
Local trust committees tasked with land-use planning, will benefit from the updated dataset by having a comprehensive and accurate representation of the built environment. This will aid in identifying suitable development areas, managing growth, and ensuring responsible land use practices.

This initiative aligns with several Islands Trust Council strategic objectives, including:

Ecosystem Preservation and Protection
Updating the building footprint dataset will support the Trust Council's strategic goal of fostering ecosystem preservation and protection within the Trust Areas. By obtaining accurate and current data on the built environment in relation to ecosystems, the Trust can identify ecologically significant areas and implement targeted conservation efforts to safeguard these delicate ecosystems.

Compatible Human Activity and Development
The initiative to update the building footprint dataset directly aligns with the strategic objective of ensuring that human activity and the scale, rate, and type of development within the Trust Area are compatible with the integrity of Trust Area ecosystems. The dataset will provide essential information to assess the impact of human activities and development on the environment, helping to guide responsible land-use planning and decision-making.

Sustaining Island Character and Healthy Communities
Maintaining the accuracy and relevance of the building footprint dataset is vital for sustaining island character and promoting healthy communities. The data will enable the Trust to make informed decisions about land-use planning and development that preserve the unique character of the islands and support the well-being of the communities residing within the Trust Areas.

PROJECTED RESULTS/DELIVERABLES:

The primary deliverable of the project will be an updated and comprehensive building footprint dataset that accurately reflects the current state of building footprints across the Trust Area. This dataset will include information on building locations, sizes, types, and other relevant attributes.

In addition, the acquisition will result in the following significant outcomes and deliverables:

Improved Accuracy and Relevance
The Trust will receive an updated dataset with accurate and current information, enhancing the accuracy and relevance of land development assessments and evaluations of environmental conditions.

Data-Driven Decision-Making

Decision-makers within the Islands Trust, including the Islands Trust Conservancy Board and local trust committees , will have reliable data at their disposal, leading to data-driven decision-making processes that guide sustainable development, conservation endeavors, and property management strategies**.**

Demonstrated Commitment to Sustainability
Successfully completing the project and utilizing the updated dataset will demonstrate the Trust's commitment to sustainability, data-driven approaches, and informed decision-making, reaffirming its dedication to preserving natural resources and promoting community well-being.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Budgetary limitations or insufficient resources, potentially impacting the dataset's scope and quality.	**High** Medium Low	Conduct a comprehensive budget analysis and secure adequate funding.
Unforeseen challenges or complications may cause delays in completing the project within the planned timeline.	High Medium **Low**	Develop a realistic project schedule with buffer periods for potential delays. Regularly monitor progress and implement agile project management practices to address issues promptly.
Inaccurate or incomplete data sources may result in inconsistencies and errors in the updated dataset.	High Medium **Low**	Establish data quality assurance processes to verify and validate data sources. Identify and document data gaps, and explore additional data sources or alternative methods to fill missing information. Clearly communicate data limitations to stakeholders.

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:

Benefits: No immediate financial or resource investment required, and no disruption to ongoing operations.
Risks: Outdated dataset hinders decision-making, potentially leading to suboptimal property management and missed conservation opportunities.
Financial Implications: No immediate cost, but long-term costs from missed opportunities and less efficient decision-making.
Resource Requirements: No additional resources needed for dataset updates.
Other Implications: Challenges in meeting strategic objectives and possible stakeholder dissatisfaction.

Option 2 – In-House Interpretation

Benefits: Complete control over the process and potential cost savings.
Risks: Requires expertise, and significant upfront investments in specialized software and training.
Financial Implications: Initial investment in technology, training, and personnel.
Resource Requirements: Training personnel and investing in software.
Other Implications: Increased data quality control.

Option 3 – Contracted Interpretation Services

Benefits: Outsourcing to a specialized data service provider offers access to expert skills and technology without the need for in-house expertise and capital investment.

Risks: Reliance on an external provider may lead to potential delays or miscommunications if expectations are not met.
Financial Implications: The estimated cost for the contracted service is **$10,000**, based on 2017 project costs.
Resource Requirements: Minimal internal resources needed for project management and communication with the service provider.
Other Implications: Faster project implementation due to expertise.

CRITICAL SUCCESS FACTORS:

Data Availability
The availability of recent and reliable data sources, including the acquisition of 2024 orthophotos, is a critical success factor for ensuring that the building footprint dataset accurately reflects the current state of the Trust Area. The inclusion of budget allocation for 2024 orthophoto acquisition is vital to address the data gap resulting from the skipped 2023 orthophotos. Without this allocation, decision-makers may continue to rely on outdated information, potentially leading to incorrect planning and conservation decisions.

Technical Expertise: Adequate technical expertise in geospatial analysis, remote sensing, and data interpretation is a success factor to ensure accurate processing and mapping of building footprints. Without the necessary expertise, the risk of errors in data interpretation and mapping increases, compromising the dataset's reliability and utility.

Budget Allocation
Sufficient budget allocation is critical for undertaking the data acquisition and interpretation. Without timely data acquisition and allocation of sufficient budget, the project may face further delays which could impact the Trust's ability to achieve its strategic objectives.

RECOMMENDED OPTION:

Staff recommend **Option 3 - Contracted Interpretation Services**

This recommendation is based on several factors:

Access to Specialized Expertise
Option 3 allows the Islands Trust to tap into the expertise of a specialized data service provider with experience in geospatial analysis and remote sensing. This ensures accurate and reliable data interpretation, enhancing the dataset's quality and usability.

Faster Project Implementation
Leveraging the external provider's proficiency expedites the project's implementation. This timely data acquisition is critical to avoid further data gaps and maintain the dataset's relevance.

Flexibility and Customization
Contracted services offer flexibility to tailor the data acquisition and interpretation process to meet the Trust's unique needs and objectives. The dataset can be customized to align precisely with the organization's conservation and planning requirements.

Potential Stakeholder Trust Enhancement: Engaging with a reputable external data provider may enhance stakeholder trust and confidence in the accuracy and reliability of the updated dataset.

COST/BENEFIT ANALYSIS:

Ultimately, the Trust's ability to achieve its strategic objectives of ecosystem preservation, compatible development, and sustaining island character and healthy communities hinges on making a well-informed decision that appropriately considers both the tangible and intangible aspects of the initiative. While the financial cost of contracted services is quantifiable and budgeted, it is essential to assess the potential savings and the added value of specialized expertise and timely data acquisition. Qualitative aspects, such as the quality of the dataset and stakeholder satisfaction, also play a significant role in ensuring the project's overall success.

Quantitative Considerations

Financial Costs
The contracted interpretation services, as mentioned in Option 3, will incur a specific financial cost estimated at $10,000. This cost includes the contracted service provider's fees for data processing, and interpretation. The financial investment is a direct expenditure that needs to be budgeted for within the Trust's financial planning.

Financial Benefits (Savings)
Quantifiable benefits can arise from the contracted interpretation services. By outsourcing the data acquisition and interpretation, the Trust can avoid significant upfront capital investments in technology, specialized personnel training, which could amount to a considerably higher cost if the work were done in-house. Additionally, the contract may provide cost certainty, ensuring that the project is completed within the agreed budget.

Qualitative Considerations

Non-Quantifiable Costs
Some non-quantifiable costs associated with contracted interpretation services may include potential delays or miscommunications in the collaboration with the external service provider. If the provider's deliverables do not meet the Trust's expectations, revisions or further engagements may be required, leading to intangible costs in terms of time and effort. Ensuring effective communication and a clear understanding of project expectations are crucial to mitigating such risks.

Non-Quantifiable Benefits
Engaging contracted interpretation services can offer several non-quantifiable benefits. Access to specialized expertise enhances the accuracy and reliability of the dataset, contributing to improved decision-making for the Trust's conservation and planning efforts. The external provider's cutting-edge technology and resources can lead to a higher-quality dataset that better supports the organization's strategic goals. Additionally, the ability to expedite the project timeline through the provider's expertise can have intangible benefits in terms of timely data availability.

PURCHASING PROCEDURE:

The initiative to contract interpretation services for updating the building footprint dataset will require a Request for Proposal (RFP) purchasing process. Here's how the RFP process will support this initiative:

Drafting the RFP
The Islands Trust will prepare a detailed RFP document outlining the project's objectives, scope of work, technical requirements, deliverables, timeline, evaluation criteria, and any other relevant information.

Advertising the RFP

The Trust will publish the RFP to invite interested service providers to submit their proposals. The RFP will be advertised on the Trust's website and BC Bid, to ensure a wide reach.

Proposal Submission
Service providers who are interested in participating will submit their proposals, which will include their proposed approach, methodology, team composition, relevant experience, and a breakdown of their costs.

Evaluation Process
The Trust will evaluate the received proposals based on predetermined criteria such as technical expertise, experience, cost, timeline, and the ability to meet project objectives. An evaluation committee or team will be appointed to review and score the proposals.

Vendor Selection
After the evaluation process, the Trust will select the most qualified and suitable vendor based on the RFP's evaluation criteria.

Contract Negotiation
Once the preferred vendor is selected, the Trust will enter into negotiations with the vendor to finalize the contract terms, including the scope of work, timeline, deliverables, and the agreed-upon cost.

Contract Award
After successful negotiations, the contract will be awarded to the selected vendor. The service contract will define the terms and conditions of the project.

Project Execution
With the service contract in place, the selected vendor will commence the data acquisition and interpretation process in accordance with the agreed-upon timeline and deliverables.

By employing the RFP purchasing process, the Islands Trust can ensure a fair and competitive selection of a qualified vendor with the expertise necessary to update the building footprint dataset accurately and efficiently. The RFP process allows for transparency, openness, and the opportunity to choose the best-suited provider for the project's success.

PROPOSED IMPLEMENTATION STRATEGY:

The timeline for the roll-out of the recommended solution will vary depending on the duration of each phase of the RFP process. However, a tentative timeline could be as follows:

- **Planning and Preparation (May – September 2024)**
  In the months leading up to the completion of the 2024 orthophoto acquisition project, typically in September, the Islands Trust will conduct detailed planning and preparation for the contracted interpretation services. This includes finalizing the scope of work, budget allocation, and outlining the requirements for the RFP.
- **Vendor Selection and Contract Negotiation (September 2024)**
- **Project Commencement and Data Collation (October 2024)**
- **Data Interpretation and Processing (November 2024)**

Considering the anticipated timeline, the initiative could potentially be completed by the end of the calendar year 2024, assuming a smooth and efficient execution of each phase.

STAFF RESOURCING:

To achieve success on this initiative, the following staff resources will be needed:

Project Manager (Senior Staff)
The Project Manager will be responsible for overseeing the entire initiative, coordinating with stakeholders, managing the RFP process, and liaising with the contracted interpretation services provider.
Estimated Hours: Approximately 10-20 hours (depending on the complexity of the RFP process and vendor selection).

GIS Specialist (Technical Staff)
The GIS Specialist will work closely with the Project Manager and the contracted service provider to ensure data compatibility, conduct quality assurance checks, and assist with data integration into the Trust's systems.
Estimated Hours: Approximately 10-20 hours (involvement throughout the data interpretation and processing phase).

Total Estimated Staff Hours: 20 - 40 hours.

The estimated staff hours appear reasonable when assessed in conjunction with other work underway or planned. The initiative spans a duration of approximately 3 to 4 months, which allows for the allocation of staff time over a reasonable period.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Concerns, if any, have been identified, and effective measures have been proposed to address them. Potential concerns related to workload, technical expertise, vendor selection, and stakeholder engagement will be managed proactively to ensure a successful outcome.

Overall, the proposed initiative is poised to achieve success in updating the building footprint dataset with current and accurate information, aligning with the Trust's strategic goals for ecosystem preservation, compatible development, and sustaining island character and healthy communities.

July 24, 2023

Initiator Name, Title — Date

R Hotsenpiller, for

September 29, 2023

Reviewed by Department Lead: Stefan Cermak, Director Planning Services — 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): Information Systems	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☒ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Business Area: Administrative Services	
Name of Request: Bylaw Portal Licensing and Implementation **$90,000**	
Date of Funding Request Submission: 7/21/2023	**Funding Required for (date range): From April 2023 onwards we are requesting an additional $6,000 per year for annual license fees for operational software.**

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 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 project was dropped. **This proposal would fund the transition of Bylaw over to CityView, including a new information system and public accessible portal, resolving the technological challenges and limitations posed by TAPIS.**

While TAPIS has served as the central repository for all Islands Trust land use information and Bylaw records since 2003, it lacks essential features required for efficient public service delivery and information management. Some of the identified issues with TAPIS include:

Lack of online transaction capacity
The inability to process transactions online limits the convenience and accessibility for public stakeholders, hindering the timely processing of bylaw files.

No online application status tracking
Without a system for online file status tracking, applicants have no real-time visibility into the progress of their file, causing uncertainty and delays.

Limited integration of mapping
Geospatial data is crucial for land use planning and decision-making. The lack of robust mapping integration in TAPIS restricts the ability to visualize and analyse data effectively.

No online access from the field
Field staff and officials may face challenges accessing critical information in real-time, potentially impacting their ability to make informed decisions on-site.

Limited reporting capacity
Inadequate reporting capabilities hinder data analysis and make it challenging to generate valuable insights from the available information.

This initiative aligns with several strategic objectives of the Islands Trust Council, including:

Technology Modernization
The proposed initiatives aim to address the strategic goal of modernizing the Islands Trust's ability
To regulate land use activity and work with others. By transitioning from the legacy TAPIS application to the CityView information management system, the Trust can significantly improve its ability to regulate land use activities effectively.

Capacity Building and Training
Provide training and capacity-building programs for Trust staff involved in land use regulation. Ensuring that personnel have the necessary skills and knowledge will improve their effectiveness in managing land use activities and working with others.

By implementing these strategies, the Islands Trust can modernize its land use regulation capabilities, ensure sustainable development, and foster effective collaboration with stakeholders, resulting in better bylaw enforcement outcomes and the overall well-being of the communities it serves.

Future Needs:

Technological Upgrades
The Trust needs modern and robust technology tools to manage the increasing volume of land use information effectively.

Capacity Building
The successful implementation of the new system will require appropriate training and capacity building for staff and stakeholders to utilize CityView to its fullest potential.

Data Integration
Seamless integration of data from various sources, including mapping and regional planning, is essential to ensure effective decision-making and improved land use regulation.

PROJECTED RESULTS/DELIVERABLES:

The projected results and deliverables of the initiative to transition the Bylaw component from the legacy TAPIS to CityView include:

Enhanced Land Use Regulation System
The implementation of CityView or a similar modern software suite will result in an enhanced land use regulation system for the Islands Trust. The new system will offer improved functionalities and capabilities, addressing the limitations of the current TAPIS application.

Seamless Data Flow
The integrated bylaw and local planning modules will enable seamless data flow between land use planning and bylaw enforcement activities. This means that information generated during the planning phase, such as development applications, will automatically be available for bylaw enforcement purposes and vise versa.

Online Transaction Capacity
The upgraded system will provide online transaction capacity, allowing stakeholders to process transactions online. This enhanced accessibility will streamline the bylaw process and improve convenience for applicants.

Real-time Ticket Status Tracking
The new system will include a feature for online infraction status tracking. Applicants and stakeholders will have real-time visibility into the progress of their files, reducing uncertainty and delays.

Online Access from the Field
Staff and officials will have the ability to access violation and development application information in real-time from the field. This feature will empower them to make informed decisions on-site, increasing operational efficiency.

Expanded Reporting Capacity
The upgraded system will offer expanded reporting capabilities, allowing for more comprehensive data analysis and generating valuable insights from the available information. This will support evidence-based decision-making.

Public Accessible Portal
The proposal includes the development of a public-accessible portal, providing community members with access to relevant land use information and Bylaw infraction files and records. This portal will promote transparency and community engagement.

Improved Efficiency and Productivity
The combination of online transaction processing, real-time infraction tracking, and enhanced reporting will lead to improved efficiency and productivity in the Trust's land use regulation processes.

Long-term Sustainability
The upgraded system's advanced capabilities and technology will position the Islands Trust for long-term sustainability in managing land use and bylaw activities, adapt to changing needs, and accommodate future growth and challenges.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Technical Challenges Implementing a new software system, especially one with various integrated modules, can pose technical challenges during the transition phase. Data migration, system compatibility, and potential software bugs or glitches may arise, impacting the smooth functioning of the integrated system.	**High** Medium Low	**Pilot Testing and User Feedback** Conduct comprehensive pilot testing of the integrated system with a selected group of staff and stakeholders to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment.
Staff Training and Adoption Ensuring that staff members are adequately trained and comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation.	High Medium **Low**	**Comprehensive Training Program** Develop a comprehensive training program to educate staff members on using the new integrated system effectively. Providing ongoing training and support will aid in the system's smooth adoption.
Data Security and Privacy With an integrated system handling sensitive land use and bylaw enforcement data, there is an increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical.	High Medium **Low**	**Data Security Measures** Implement robust data security protocols, such as encryption, and access controls.

Cost Overruns: Complex software integration projects can be subject to unexpected costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative.	High Medium **Low**	**Clear Project Scope and Contingency Planning** Define a clear project scope and have contingency plans in place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan and take corrective action.

ALTERNATIVES CONSIDERED:

Option 1: Status Quo (Do Nothing)

Benefits: No immediate financial investment required, and minimal disruption to current operations.
Risks: Continued use of the outdated TAPIS system with its limitations, inefficiencies, and reduced community engagement due to outdated technology and limited online access.
Financial Implications: No direct financial costs, but potential missed opportunities for improvement.
Resource Requirements: No additional resources required although maintaining the legacy TAPIS system for bylaw enforcement while operating a new Cityview system for the rest of Planning Services and the Islands Trust Conservancy leads to inefficiencies which will increase over time as the legacy system is no longer maintained and the rest of the organization uses a different operating system, challenges for staff due to system limitations.
Other Implications: Hindered achievement of strategic objectives related to technology modernization, community engagement, and efficient land use regulation.

Option 2: Incremental Upgrade of TAPIS

Benefits: Lower initial financial investment, familiarity for staff, and gradual improvements to address some limitations.
Risks: Incremental approach may not fully resolve all technological challenges, and system may still lack essential functionalities.
Financial Implications: Lower initial costs than a full system replacement, but ongoing upgrades and maintenance may be required, which could potentially exceed the initial CityView implementation costs.
Resource Requirements: IT resources, developers, and staff training needed for upgrading the existing system.
Other Implications: May not fully address long-term needs, risking inadequate technology for future growth and challenges.

Option 3: Full System Replacement with CityView Bylaw Module

Benefits: State-of-the-art technology with comprehensive features for efficient land use regulation, seamless integration between planning and bylaw enforcement modules, improved community engagement through a public-accessible portal, and better data analysis capabilities.
Risks: High initial investment, potential technical challenges during implementation, and staff adaptation to the new system.
Financial Implications: Highest initial investment, but offers comprehensive solution and potential cost savings in the long run.

Cost Summary	
Software Licenses & Subscriptions	$24,000
Implementation Services	$40,000

Information Services	$2,500
Data Conversion	$10,000
Training	$7,500
CityView Annual Software Maintenance	$6,000
Total	**Approx. $90,000**

Resource Requirements: Substantial IS and Bylaw staff resources, and Bylaw staff training needed for a successful system replacement.
Other Implications: Aligns with strategic objectives, providing a modern, efficient, and user-friendly solution to address current and future land use management challenges.

CRITICAL SUCCESS FACTORS:

Related Factors Identified:

Stakeholder Engagement
The active involvement and engagement of stakeholders, including staff, and the public, are critical for the successful implementation of the bylaw information system. Stakeholder input, feedback, and buy-in are essential to ensure the system meets their needs and expectations.

Data Migration and Integration
The smooth migration of data from the legacy TAPIS system to the new CityView and seamless integration with other modules such as Planning are crucial for data accuracy and system functionality.

Comprehensive Training
Adequate training for staff members on using the new system effectively is essential to maximize its benefits and ensure a smooth transition from the old system.

Effective Change Management
A well-structured change management strategy is necessary to address potential resistance to change and ensure a positive transition for staff and stakeholders.

Timely Implementation
Adhering to a realistic and achievable timeline for implementation is vital to avoid delays and cost overruns and potential disruptions to ongoing land use regulation processes.

Among the identified factors, all are considered critical to the success of this initiative:

Outcomes if Critical Success Factors are Not Met:

Ineffective Use of the New System
Without stakeholder engagement and buy-in, the new system may not be used to its full potential, resulting in suboptimal land use regulation processes and missed opportunities for improved efficiency.

Data Inconsistencies and Inaccuracies
If data migration and integration are not executed properly, the new system may lack essential historical data, leading to data inconsistencies and hindering informed decision-making.

Reduced Efficiency

Inadequate training for staff may lead to reduced efficiency in using the new system, resulting in longer processing times for Bylaw files and increased administrative burden.

Delayed Implementation
If the initiative faces significant delays in implementation, the Islands Trust may continue to suffer from the limitations of the outdated TAPIS system, hindering progress towards strategic objectives.

In summary, meeting critical success factors, such as stakeholder engagement and comprehensive training is essential for the successful implementation and effective utilization of the bylaw information system. Failure to address these factors may lead to inefficient processes, data inconsistencies, and delayed progress, hindering the achievement of the strategic goals of the Islands Trust.

RECOMMENDED OPTION:

Recommendation: Based on the evaluation of the options, the preferred choice is:

Option 3: Full System Replacement with CityView Bylaw Module

Summary of Reasons for Choosing Option 3

Comprehensive Solution
Provides a comprehensive solution that addresses all the identified issues and limitations of the current legacy system. By opting for a full system replacement with CityView, the Islands Trust can overcome the technological challenges and limitations of the current TAPIS system.

Immediate Benefits
Integration with third-party applications can deliver near immediate benefits by adding functionalities or features that are not present in the current system. This approach can quickly address some of the identified technological challenges and limitations.

Seamless Integration
CityView is an industry-standard software suite, offering seamless integration of various modules, including the recently implemented planning module. This integration ensures a holistic view of land use information and fosters efficient decision-making and data analysis.

Streamlined Processes
The CityView Bylaw Module streamlines land use regulation processes, making them more efficient and less time-consuming. This streamlining results in improved community service delivery and better dispute resolution outcomes.

Mitigating Risks
While a full system replacement may pose some implementation challenges, the benefits of CityView's comprehensive features and seamless integration outweigh these risks. Adequate planning, staff training, and change management can mitigate potential obstacles.

In conclusion, Option 3, which involves a full system replacement with CityView Bylaw Module, offers the most optimal solution to address the identified issues and opportunities. The modernization of the land use regulation system, along with the integration of the Bylaw Module, ensures improved efficiency, data accuracy, and community engagement. By embracing this comprehensive approach, the Islands Trust can more effectively regulate land use activities, protect ecosystems, and sustain healthy island communities in alignment with their strategic goals.

COST/BENEFIT ANALYSIS:
Quantitative Considerations

Financial Costs

System Replacement Cost
The implementation of the CityView Bylaw Module and integration with other modules will involve upfront costs, including licensing fees, software implementation, customization, and data migration. These costs should be carefully evaluated and budgeted for in the project plan.

Software Licenses & Subscriptions	$24,000
Implementation Services	$40,000
Information Services	$2,500
Data Conversion	$10,000
Total	**$76,500**

Training and Support
The cost of providing comprehensive training to staff and stakeholders on the new system's functionalities and ongoing support should be factored into the budget.

Training	**$7,500**

Maintenance and Upgrades
Ongoing costs related to system maintenance, updates, and potential upgrades should be considered. Ensuring the system remains up-to-date and compatible with future requirements is essential for long-term sustainability.

CityView Annual Software Maintenance	**$6,000**

Financial Benefits (Savings)

Efficiency Gains
The CityView Bylaw Module's enhanced features and seamless integration can lead to improved efficiency in land use regulation processes. Streamlined workflows and automation may reduce administrative costs and save staff time.

Qualitative Considerations

Non-Quantifiable Costs

Learning Curve
Staff and stakeholders may require time to adapt to the new system, which could impact productivity during the initial transition period.

Change Management
The organization will need to invest in change management efforts to address resistance to change and ensure smooth adoption of the new system.

Non-Quantifiable Benefits

Improved Decision-Making
The CityView Bylaw Module's comprehensive data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic planning.

Enhanced Collaboration
Seamless integration with the planning module and other components can improve collaboration among various departments and external stakeholders, fostering more coordinated land use management efforts.

Transparency and Accountability
The new system can enhance transparency in land use decision-making and accountability for regulatory actions, leading to increased public trust in the organization.

Better Community Engagement
The public-accessible portal and online transaction capacity can facilitate better communication with the community, improving community engagement and feedback.

In summary, the quantitative considerations involve financial costs and benefits, with the initial investment being the main financial concern. On the other hand, qualitative considerations encompass non-quantifiable aspects such as the learning curve, change management efforts, and the potential for improved decision-making, collaboration, transparency, and community engagement. Balancing these quantitative and qualitative factors is crucial in making an informed decision about the full system replacement with the CityView Bylaw Module.

PURCHASING PROCEDURE:

The implementation of the CityView Bylaw Module will be directly awarded to the CityView software vendor due to their unique qualifications, seamless integration potential with the recently implemented planning module, time efficiency, risk mitigation, and cost-effectiveness.

Unique Qualifications
The selected vendor offering the CityView Bylaw Module possesses unique qualifications, technical expertise, and experience in delivering similar solutions in the industry. Their track record demonstrates successful implementations in other organizations, giving us confidence in their capabilities.

Seamless Integration
The CityView Bylaw Module aligns perfectly with the recently implemented planning module. Directly awarding the contract to the same vendor ensures seamless integration between the modules, enabling efficient data sharing and enhancing the overall functionality of the land use regulation system.

Time Efficiency
By opting for a direct award, we can expedite the procurement process and accelerate the implementation timeline. This approach reduces the need for lengthy competitive bidding processes and allows us to promptly capitalize on the benefits of the CityView Bylaw Module.

Risk Mitigation
Through the planning module procurement process we have assessed that the selected vendor is well-established, and has a proven track record of delivering reliable solutions. The direct award minimizes potential risks associated with selecting an unfamiliar vendor.

Cost-Effectiveness
The direct award approach also offers cost-effectiveness in terms of resource utilization and procurement expenses. By avoiding the costs associated with running a competitive bidding process, we can allocate resources more efficiently to the actual implementation.

Minimal Disruptions
By directly working with the same vendor that implemented the planning module, we expect minimal disruptions during the integration process. The vendor is already familiar with our organization's processes and data structures and can effectively align the Bylaw Module with our existing system.

In conclusion, the direct award procurement approach is the most appropriate choice for implementing the CityView Bylaw Module. The selected vendor's unique qualifications, seamless integration potential, time efficiency, risk mitigation, and cost-effectiveness collectively provide a compelling justification for this decision.

PROPOSED IMPLEMENTATION STRATEGY:

The roll-out of the recommended solution, which involves the full system replacement with the CityView Bylaw Module, will be executed in a phased approach to ensure smooth implementation and minimal disruptions. The specific features of the roll-out are as follows:

Phase 1: Project Planning and Preparation
- Define project scope, objectives, and deliverables.
- Appoint a project team and project manager.
- Initiate contract negotiations with the selected vendor.

Phase 2: Workflow Review and Optimization:
- Review existing workflows and processes related to land use regulation and bylaw enforcement.
- Identify areas for improvement and optimization to align with the new CityView Bylaw Module's functionalities.
- Engage relevant stakeholders and users to gather feedback and insights into workflow enhancement opportunities.

Phase 3: System Configuration and Customization
- Work with the vendor to configure the CityView Bylaw Module to meet the organization's specific needs.
- Customize the module to seamlessly integrate with the existing planning module and other relevant systems.
- Conduct thorough testing to ensure the module functions as intended.

Phase 4: Training and User Acceptance Testing
- Provide comprehensive training to staff members and stakeholders on using the CityView Bylaw Module effectively.
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment.

Phase 5: Pilot Implementation

- Implement the CityView Bylaw Module in a pilot environment with a selected group of users.
- Gather feedback and assess the module's performance and effectiveness during the pilot phase.

Phase 6: Full System Deployment

- Based on the feedback from the pilot phase, make any necessary adjustments to the module.
- Roll out the fully functional CityView Bylaw Module to all relevant departments and stakeholders.
- Monitor the system's performance and address any additional feedback or issues.

Phase 7: Post-Implementation Support and Optimization

- Provide ongoing support to users and address any post-implementation issues.
- Continuously optimize the system based on user feedback and evolving needs.

Timeline and Anticipated Date of Completion

The timeline for the roll-out of the recommended solution will be dependent on the complexity of system integration, data migration, and the customization required for the CityView Bylaw Module. However, based on preliminary estimates the anticipated date of completion for this initiative is approximately 4 to 6 months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges, feedback from pilot implementation, and other factors that may impact the implementation process. Close monitoring and effective project management will be critical in adhering to the timeline and achieving a successful roll-out.

STAFF RESOURCING:
Staff Resources Needed for the Initiative

Project Manager (Senior Management Level)

- The project manager will oversee the entire implementation process, including planning, coordination, and monitoring.
- Hours Required: Approximately 20-30 hours throughout the project.

Business Analyst (Mid-Level Staff)

- The business analyst will support the needs assessment, gather requirements, and the workflow review and optimization stage.
- Hours Required: Approximately 20-30 hours throughout the project.

IT Team (Technical Staff)

- The IT team will be responsible for system security and network access.
- Hours Required: Approximately 5-10 hours throughout the project.

User Representatives (End Users)

- User representatives will participate in user acceptance testing, provide feedback, and validate system improvements.
- Hours Required: Approximately 10-20 hours each, varying based on participation.

Total Estimated Staff Hours: 55 - 90 hours.

Assessment of Expected Staff Hours

The estimated staff hours of required for this initiative appear reasonable when assessed in conjunction with other work underway or planned. While the project will demand a significant amount of staff time, the phased approach allows for a structured allocation of resources. Moreover, involving end users and stakeholders during the pilot and user testing stages ensures a collaborative effort, optimizing the use of staff resources.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Concerns and Mitigation Strategies

Change Resistance
The introduction of a new system and optimized workflows may encounter resistance from staff members accustomed to the existing processes. To address this concern, a comprehensive change management strategy will be developed. This strategy will include clear and consistent communication about the benefits of the CityView Bylaw Module, opportunities for staff involvement, and training programs to build staff confidence in using the new system.

Training and Support
Adequate training and support for staff and end-users will be vital to ensure a smooth transition to the new system. A comprehensive training program will be developed as part of the service contract to equip staff with the necessary skills to utilize the CityView Bylaw Module effectively. Ongoing support will be provided post-implementation to address any questions or challenges that may arise.

Communication and Collaboration Strategies

Collaborative Workshops and Feedback Sessions
Collaborative workshops and feedback sessions will be organized to gather input from Bylaw staff. These sessions will provide a platform for open dialogue, allowing stakeholders to express their concerns and suggestions, and fostering a sense of ownership in the initiative.

Regular Progress Updates
Regular progress updates will be communicated to all stakeholders to keep them informed about the status of the implementation. This will include milestones achieved, any changes to the project plan, and upcoming activities. Transparent communication will foster trust and ensure that stakeholders are well-informed.

Change Champions
Identifying change champions within the organization who are enthusiastic about the initiative and can advocate for its benefits will be instrumental in overcoming resistance and promoting buy-in among staff members. These champions will serve as role models and provide support during the transition.

Collaborative Decision-Making
Encouraging collaborative decision-making among stakeholders will ensure that their perspectives are considered in the customization and configuration of the CityView Bylaw Module. Engaging stakeholders in decision-making will enhance their commitment to the success of the initiative.

Identification of Other Stakeholders

In addition to the bylaw enforcement officers and administrative staff previously identified as stakeholders, the following groups may also be involved:

IT Department

The IT department will play a crucial role in system configuration, integration, and technical support.

Finance Department
The finance department may be involved in budget and contract planning and financial approvals related to the initiative.

Leadership Team
The management team's support and buy-in will be critical for the success of the initiative.

An inclusive and well-coordinated approach to change management, communication, and collaboration will facilitate a smooth and successful implementation of the CityView Bylaw Module, fostering support among stakeholders and maximizing the benefits of the new system.

July 21, 2023

Initiator Name, Title

Date

Stefan Cermak, Director Planning Services

Reviewed by Department Lead: Name, Title

September 29, 2023

Date

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2023
From:	Director, Planning Services	**Date Prepared:**	October 13, 2023
SUBJECT:	**Salt Spring Island Office Relocation**		

PURPOSE

To provide an overview of the relocation options for the Salt Spring Island office.

BACKGROUND

Islands Trust operates three regional offices: Victoria, Gabriola and Salt Spring. For a number of years Islands Trust has leased space from BC Hydro on Salt Spring Island. In July 2023, Islands Trust staff were informed by BC Hydro that the Islands Trust Salt Spring Island office lease was terminated effective July 24, 2024.

Senior managers and key staff met early to assess opportunities to re-envision how Planning Services are provided to Islands Trust satellite office on Salt Spring Island. Following these discussion staff began collating office needs and assessing available options.

This briefing presents some of the results of the assessments which in turn has led to attached business case. The business case is based on evidence derived from quotes; however, the amount requested is a preliminary amount as other options are still being assessed. A definitive decision is requisite by the end of the calendar year to ensure the Salt Spring office is moved within the time required.

Given recent employment trends, real estate values and community needs, what are the viable options for office provision on Salt Spring?

The Islands Trust Governance Review, 2022

The Islands Trust Governance Review by Great Northern Management Consultants, February 2022, recommended that the Northern team office be relocated to Nanaimo but retain an office open for regular hours and staff on a rotating basis by one planner. They further note that this was the same recommendation of a similar Stantec Report (2007). The Governance Report did not make a similar recommendation for Salt Spring Island.

Completely removing an Islands Trust office from Salt Spring Island was not assessed as a viable option. Instead, staff assessed current and future office needs in respect of workforce trends, partnership opportunities, trustees needs, community service, and public access while ensuring Islands Trust governance principles of openness, service quality, responsible responsiveness, community involvement and inter-agency relations were adhered to.

Workforce Trends

Salt Spring Island had up to eight staff assigned to and working in the office on a regular full time basis in 2018. As of October 2023, that number has been reduced in half. The remaining four staff assigned to Salt Spring Island have taken advantage of telework agreement opportunities and travel to Salt Spring Island once or twice weekly, and as required. No staff receives travel expenses for travelling to their assigned office thus the four staff travelling to the Salt Spring office must cover their own ferry, mileage, and other travel related expenses. Numerous other staff continue to frequent using the office space on a regular or ad hoc basis bringing the number of staff in the office back up to 8-10. For example, the Bylaw Compliance and Enforcement team, a team of five, use the office for monthly team meetings and training purposes, and the Director of Planning Services and Senior Freshwater Specialist use the office from time to time support the Salt Spring team as they both live on the island. The public continues to make in person enquiries, have in person meetings, and elected officials are increasingly reusing the space for meetings post Covid-19 office closures.

Office Options

Staff considered various office options including:

1. New construction,
2. Sharing workspace with other agencies,
3. Creating a small storefront presence (under 1,000 ft^2),
4. ***Finding a medium sized office space (1,000-2,000 ft^2), or***
5. Finding a full sized office (2,000 + ft^2).

New construction was not an option due to cost, timing, and borrowing limitations although some local commercial property owners expressed a desire to work with the Islands Trust to build a new space. A small storefront presence would permit a lean office space but did not meet the multitude of office needs (meeting space, document storage, server space, and the spatial needs of staff). Conversely, a large office space was no longer required due to increase in telework agreements and the lack of local housing options. Thus a medium or reduced office space has been sought (current office space is approximately 2,500 ft^2).

A reality of the SSI real estate marketplace is that there are very limited available spaces that could accommodate commercial/office needs. Staff reached out to provincial staff and local realty offices for assistance locating options. Staff also reached out to other agencies on Salt Spring Island for partnership opportunities. Most agencies either did not have space at this time or a small amount of space could be available but was not accessible (ex: accessible by stairs only). One agency indicated that they intend to expand their space at a future date and would welcome partnering at that time but had no definitive timeline. One agency indicated that they lease office space from a private land owner who had vacant space adjoining them. Staff have pursed this option. Another space may become available in November 2023 and staff are having preliminary discussions to enquire about this potential opportunity.

Timing

At time of drafting this briefing, only one feasible office space is available. Staff have received estimates to design and renovate the space to bring it up to current public office standards and to meet basic office needs as described in the business case. These estimates have formed the basis of the cost estimates in the business case. Staff continue to pursue other options as they arise.

There are limited options available and a decision needs to be made by the end of the calendar year in order to allow enough time to negotiate a lease and contract services to make whatever changes are required to continue providing quality Planning Services for the Salt Spring community.

ATTACHMENT(S):

1. Salt Spring Island Office Relocation business case

Prepared By: **Stefan Cermak, Director, Planning Services**

Reviewed By/Date: **R. Hotsenpiller, CAO**

Islands Trust

Budget Funding Request
Short-Form Business Case

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

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):
Executive Committee</td><td rowspan="4"><u>Budget Source</u> (select all that apply):

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

☒ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

☐ Other – please describe: ______________________</td></tr>
<tr><td>Department:

Planning Services</td></tr>
<tr><td>Name of Request:

Salt Spring Office Relocation</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

FY 2024/25 - $210,000</td></tr>
<tr><td>Date of Submission to Finance:
October 4, 2023</td><td>Funding Required for (date range):
April 1, 2024-March 31, 2025</td></tr>
<tr><td colspan="2">TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.

Strategic Plan goal: effective, efficient, and collaborative governance. The February, 2022 Islands Trust Governance Review and previous similar reviews have acknowledged benefits and challenges of the satellite office model and does not recommend any change to the location of an office on Salt Spring Island. In the interest of serving approximately over one third of all Islands Trust residents with central offices, this is best achieved by maintaining the Salt Spring Office.

Islands Trust Governance Principles Policy 2.1.3 outlines the relevant values of Openness, Service Quality, Responsible Responsiveness, Community Involvement, and Inter-Agency Relations.</td></tr>
</table>

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The Salt Spring Island office lease has been terminated effective July 24, 2024.
All feasible opportunities are being explored; however, as of September 2023 only one location has been found that may accommodate Salt Spring Island office needs. That space requires redesigning, some construction, and consideration of furniture needs including kitchenette appliances.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Complete move into new office and serving the public no later than July 1, 2024.
Meeting terminating lease requirements to clean vacated space in July 2024.

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

Timing. The current office space must be vacated by July 2024. An opportunity may arise whereby relocation can happen sooner. However, the budget cycle imposes costs to be borne in the next fiscal year. Current opportunities may expire if not acted upon in a timely manner. Timing is a key factor in ensuring continuity of services.

Further risks are identified in the options listed below.

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 - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Do nothing

- Benefits – reduced budget expenditure on office leases.
- Risks – poor governance, no office for public members to engage with staff or elected officials, no server location, no staff interactions, no filing storage location
- Financial implications – reduced lease costs; costs associated with disposal of office furniture; alternate space required for storage of records; alternate space required for elected officials to work and meet with the public and staff (as per Policy 7.4.4); substantial increase in staff travel costs for meetings and site visits; possible severance pay if office location is terminated and staff cannot be accommodated to work elsewhere.
- Other implications- busiest Islands Trust office (amount of “foot traffic” or in office meetings with the public) in terms of public serviced in person); loss of local employment on Salt Spring Island, governance impacts, organizational impacts.

Option 2: Fund Relocation Costs ($210,000)

- Benefits – Keeps office open on Salt Spring Island; ensures office meets minimal operational requirements
- Risks – Governance wants versus operational needs. Relocating offices will be expensive and will be challenging for some elected officials to accept despite staff being required to be as fiscally prudent and responsible as possible; Evolving workplace needs – Salt Spring Island staff are increasingly traveling from off island thus reducing the total office space required – the risk is finding the right balance of decreasing office space while still meeting the need of the local population.
- Financial implications – Significant. Rare.
- Resource requirements – Substantial staff time is required to relocate.

- Other implications- opportunity to implement progressive shared work spaces and to create a new meeting/shared space available to the public.

Option 3: Fund [lesser] Relocation Costs ($to be determined)

- Benefits – Reduced relocation costs
- Risks – extremely limited options available; no evidence available to reduce costs while meeting needs; reducing costs to current option will lead to a poor work environment for staff, poor meeting space for elected officials; and even possible decreased job satisfaction and performance; reducing upfront costs will likely lead to requests for future office improvement costs
- Financial implications – reduce initial relocations costs; likely future relocation related costs at a more expensive rate
- Resource requirements – same as option 2
- Other implications- same as option 2

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

Safe and effective relocation of the Salt Spring office.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 2.

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:</u>

- Design and Renovation: $185,000
- Moving and Storage: $5,000
- Cleaning of old office: $3,000
- Appliances: $2,000
- Furniture Replacement: $5,000
- Contingency: $10,000

Total: $210,000

<u>Qualitative:</u>

The Salt Spring Office of the Islands Trust seeks to maintain a safe and accessible space for staff, members of the public, and elected officials. This includes making sure that people, information, and property are as safe and accessible as possible. We seek to provide a high quality of service, and ensure that service levels are minimally disrupted to the greatest extent feasible within the bounds of employee and public safety.

Minimum office needs include the following:

- Reception space (min. one work space)
- Available parking
- Small conference/meeting room
- Three private (potentially shared) offices
- Six semi-private / open workspaces
- Kitchenette (store and heat up food, common area for eating)

- Connected network space and one office printer
- Document storage space (fire proof cabinets)
- Restrooms

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per procurement policies.

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?)*

- ***Needs Assessment****: Staff have been engaged in a needs assessment (ensuring community, staff, and elected official need are met) while implementing a modernized workforce structure such as sharing office spaces to reduce overall spatial needs.*
- ***Options Identification:*** *Staff have contacted real estate agents to help locate new office locations. Staff have also reached out to known Ganges property owners and properties listed for sale in the Ganges area for possible lease opportunities. Staff have been in discussion with other agencies such as the CRD, NSSWD and SD64. Staff have had advanced discussions with one existing property owner who has available space.*
- ***Options Assessment:*** *Staff are still assessing options; however, staff need to submit a business case to meet budget drafting deadlines.*
- ***Decision.*** *A decision on location is expected by January 2024.*
- *An RFP or possible direct award for design: Jan. 2024.*
- *An RFP for renovation: March 2024/ award April 2024*
- *Required office purchases in May –June 2024*
- *Move in by July 1, 2024*
- *Clean up old office space in July 2024.*

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Relocating the Salt Spring office will require help from numerous sources:
- *Relocation task force already formed (PS, IS, Admin Services, CAO) 2 hours/month*
- *Salt Spring staff: clear office of unnecessary documents and items (already slowly occurring); (1-2 hours/week)*
- *Information Services: remove information technology infrastructure (servers, Wi-Fi, etc.) and install in new location (2 days removal, 3 days installation, likely over weekend in June 2024)*
- *Finance/Legal: Negotiate lease agreement – especially factoring in likely required capital upgrades; guide procurement processes (8 - 16 hours)*
- *Project management and task execution (Planning Services) – includes moving details, office design, furnishings, etc.(80 hours)*
- *Communications (Trust Area Services) (12 hours)*

Hour estimates are very rough estimates and may change based on Options Assessment.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, and involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Staff expectations: The only available space that currently meets operational needs would have less amenities than the current space (ex: no kitchen, no respite space, and only access to public washrooms). Ensuring a safe and accessible space will take priority thus staff expectations will need to be managed. This has already begun with clear communications and setting realistic expectations.

Communications: relocating the office will cause service disruptions. This should be able to be minimized to no greater than a week; however, clear communications will be required to the community about where the office is relocating to and to be patient with the process.

Requested by: Executive Committee

Prepared by: Stefan Cermak, Director Planning Services / September 15, 2023

Reviewed by: Russ Hotsenpiller, CAO / September 29, 2023

BRIEFING

To:	**Financial Planning Committee**	**For the Meeting of:**	October 18, 2023
From:	**Executive Committee**	**Date Prepared:**	October 13, 2023
SUBJECT:	**Microsoft 365 Upgrade**		

PURPOSE:

To communicate the proposed budget allocation for Microsoft 365 (MS 365) software licensing, which represents an increase ($34,000) in software expenditure for the upcoming fiscal year (2024/25).

BACKGROUND AND ANALYSIS:

Our objective is to ensure that this strategic investment aligns seamlessly with our organization's transition from Windows 10 to Windows 11, addresses the impending end of life for Office 2016 and Office 2019, and supports our critical IT infrastructure, such as roaming profiles, shared office spaces, and remote work capabilities. This analysis will not only evaluate the cost implications but also underscore the necessity of upgrading to MS 365 E3 to maintain full local control of Group Security Policy, safeguard our environment from unplanned updates, and enhance endpoint security while optimizing the overall budget allocation for our IT needs.

Accordingly, in the upcoming fiscal year (2024/25), we are planning a significant migration from our current Windows 10 desktop environment to Windows 11. It is crucial to note that extended support for both Windows 10 and Office 2016 is scheduled to end on October 13, 2025. Additionally, the only current office package available besides Office 2016, Office 2019, is also reaching its end of life at the same time. Therefore, it is imperative that we upgrade our workspace next fiscal year in order to ensure a functioning and fully supported work environment in time for the planned End of Life (EOL) of these products. Given the circumstances, transitioning to MS 365 is the most practical and necessary choice.

The MS 365 license matrix is notably complex, and we have meticulously reviewed the various licensing levels to identify the most cost-effective solution that meets Islands Trust's specific needs. After careful consideration, we have selected MS 365 E3 for several compelling reasons, which are explored below.

- Our user environment relies on a roaming profile configuration, allowing any staff member to log into any Islands Trust computer within our offices and access their personalized desktop profile. This includes preferred custom desktop settings, browser bookmarks, printer configurations, network access, and more. This flexibility is of utmost importance to accommodate our diverse workforce.
- This configuration also supports our current office sharing scenario, where multiple staff members share offices and connect to common workstations. Each worker benefits from a custom account profile on whichever computer they connect to. In cases of computer issues or replacements, a seamless transition is achieved by simply logging out of one laptop and into another, with no further setup required.

- We utilize a Terminal Server farm that enables remote work for staff working from home or traveling. This setup grants full access to files, applications, and other essential resources. To maintain this setup and address security concerns, it is imperative to have the license capabilities included in the MS 365 E3 license. This level of licensing provides full local control of Group Security Policy for Office apps, which is mandatory for our workspace. It serves as a critical transition point from Microsoft controlling local configurations, ensuring that we retain control over critical aspects of our IT environment. Without this level of control, Microsoft would have the authority to install patches, modify computer configurations during updates, and introduce applications without our consent, which is not aligned with our requirements.

As demonstrated in a recent Islands Trust test case, Microsoft's updates can have unintended consequences. In this instance, Microsoft automatically enabled "OneDrive," a feature that allows simultaneous storage of files on the local computer and in Microsoft's cloud storage. However, the syncing process unintentionally transferred ownership and control of files from our local user to the cloud storage, causing significant disruption. Reverting this change required a time-consuming process involving data backup, removal, reconfiguration, and restoration, highlighting the importance of maintaining control over our environment.

One notable benefit of the MS 365 E3 suite that will help offset some of the annual costs is the endpoint security it provides for workstations. This will allow us to discontinue some of our Trend Micro licenses, reducing the annual cost of the Trend package by approximately $3,000.00. Looking ahead, there are potential opportunities to further leverage the robust features within MS 365, particularly Microsoft Teams in the future. Teams, as the Microsoft alternative to Zoom Meetings and phones, not only offers video conferencing capabilities and a desktop phone alternative but also serves as a comprehensive collaboration platform. As we explore the full spectrum of its functionalities, including document sharing, real-time collaboration, integrated workflows, and communication tools, we anticipate increased productivity and streamlined operations. Furthermore, Teams seamlessly integrates with other MS 365 applications, creating synergies that could potentially reduce our reliance on additional software solutions. While the transition from Zoom Meetings and phones to Teams is not feasible in the immediate future due mainly due to the addition cost of $12,000 per year plus a one time $10,000 cost for the transition from Teams to Zoom. As with any other technological option however this will be considered as a potential option in future reviews and will remain a potential option.

CONCLUSION:

This is essentially an unavoidable cost of doing business and what is proposed is the best solution available. The MS 365 E3 license aligns with our organization's specific needs and provides the necessary control over our IT environment while ensuring full support for our upcoming transition to Windows 11 and the end of life for Office 2016 and Office 2019. This investment is essential to maintain our operational efficiency, security, and flexibility.

Prepared By: Mark van Bakel, Senior Technical Analyst
Reviewed By: D Beeston, R Hotsenpiller

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): Mark van Bakel Senior Technical Analyst Information Systems	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☒ **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Business Area: Administrative Services	
Name of Request: GIS Coordinator – 1.0 FTE Salary range $ 85, 000	
Date of Funding Request Submission: 6/21/2023	**Funding Required for (date range): From April 2024 onwards we are requesting an additional $70,000 - $80,000 per year for annual salary.**

ISSUE/OPPORTUNITY:
The Islands Trust is experiencing a growth in Geographic Information Service (GIS) needs and a corresponding reduction in GIS dedicated personnel which requires attention. Given that the Senior Technical Analyst (Information Service Manager) position has migrated to a general information services management function at a loss of approximately an .3 FTE of dedicated GIS support, the organization is left with 1.0 FTE, the Technician, to provide all GIS services. There has also been a concurrent increase in GIS service needs across the organization due to volume and complexity of land use applications, long range project mapping needs and Conservancy services. As a result GIS services are becoming overwhelmed and require additional staffing resources. This proposal is to add a new GIS Coordinator position to address the service shortfall.

The Islands Trust currently has 1 FTE functionally dedicated to the provision of GIS services at the Islands Trust, that being the GIS Technician. The Islands Trust is facing challenges due to the overwhelming demand for GIS services and limited GIS Staff resources and support, which is resulting in overload of the GIS Technician. In the absence of a dedicated GIS Coordinator, GIS Analyst or Computer Application Support Technician (CAST) support, the GIS Technician has been compelled to take on the responsibilities of the GIS Coordinator alongside their own duties, as summarized below.

GIS Technician:

- Spatial datasets edits.
- General mapping/cartographic tasks.
- Consolidation of bylaw amendments.
- Mailing list and subject property map product development.
- Maintenance of digital and hard copy map archives.
- Small scale project execution (i.e. Subdivision potential map development)
- Plotter maintenance and supplies management.
- Annual updating of ITC mapping for brochures.

GIS Coordinator:

- Implementation and administration of GIS Server and Desktop software environments.
- Design and implementation of GIS spatial databases.
- Imagery acquisition planning, quality assurance and archive data processing and implementation.
- Assist with recruitment of and provide training for ITC GIS Coop students.
- Design, development and implementation of parcel data (i.e. PMBC) maintenance strategies.
- Data alignment workflow (i.e. Zoning and Protected Areas) development.
- Management of data sharing with outside agencies and individuals.
- BC Assessment and Land Title Office data maintenance.
- GIS License and user account administration.
- Advanced GIS modelling (i.e. SQL, ESRI Model Builder, Python).
- ITC Field data collection system design strategies, implementation, and administration.
- Web map application (i.e. MapIT, Projected Places) development.
- Development and Implementation of spatial data metadata standards (i.e. source, acquisition date, methodology).
- Prioritization of day-to-day GIS activities.
- Monitoring of GIS trends and standards.

The list of GIS Coordinator and Technician duties demonstrates a wide range of responsibilities and skill sets required for effective GIS operations. The duties of a GIS Coordinator involve strategic planning, system administration, staff recruitment, and advanced GIS modelling, among others. These tasks require a higher level of expertise and a focus on system-wide management. On the other hand, the GIS Technician duties involve cartographic/mapping tasks, spatial data editing, and day-to-day operational support. Combining both roles places an excessive workload on the technician, compromising the quality and efficiency of both the coordination and technical aspects of GIS operations. There has also been a significant increase in the amount of GIS work required by:

- Planners associated with applications
- Long range projects
- Enquiries
- Islands Trust Conservancy

GIS services constitute a wide range of service requests from simple mapping requests, to OCP and land use projects to the array of Conservancy mapping needs. The volume of requests for these services has increased in recent years, both in volume and complexity. For instance, for mapping service requests, which is only one element of mapping services, the following trend has been identified:

2019 – 29 per month
2020 - 42 per month
2021 – 47 per month
2022 – 55 per month
2023 – 70 per month

This increase in volume, which only reflects a portion of GIS needs/utilization at the Islands Trust, indicates an increase in service delivery is required.

To address these challenges and ensure the effective delivery of GIS services, it is recommended that additional full time equivalent GIS resources are acquired. This would re-establish a clear division of responsibilities between a GIS administration and mapping, address volume issues, deliver proper management, effective support, and optimal utilization of resources. This role will alleviate the burden on the GIS Technician, allowing them to focus on their core responsibilities and ensuring attention to detail, timely delivery, and effective development of GIS based map products. The GIS Coordinator will further enhance quality control and assurance, improve productivity and performance, and provide essential support for the increased demand for GIS services.

How We Got Here:

The following is a list of key contributing factors to the challenges faced by GIS staff resources. These factors are further visualized in Appendix B, which illustrates the interplay between these factors and their impact on GIS resource availability.

Coop Funding Discontinued: A 2008 GIS Staff Resource Assessment recommended that the Islands Trust would benefit from 2.5 dedicated GIS staff, indicating that the existing staff required additional resources. An annual Co-op position was established as a means of addressing the 0.5 FTE shortfall, however it was discontinued in 2019..

Creation of Senior Technical Analyst (IS Manager): In response to the 2016 KMPG Information Systems Assessment Report, which highlighted the need for greater project management focus and improved oversight and management of the IS group, the position of GIS Coordinator was transformed into a newly created role under the PSA classification of Senior Technical Analyst, serving as IS management. At the time the justification for this transition was supported by a stable GIS server and software infrastructure and the availability of Senior Technical Analyst, Coop and CAST staff resources.

CAST Support: In 2019 Nigel Hughes, a two term GIS Co-op student, accepted a position as Computer Application Support Technician, while continuing to provide GIS support through to his departure in 2020. Although the position was successfully filled the recruit does not possess the same GIS experience and is therefore unavailable to provide GIS support.

Platform Upgrades: In 2018 major upgrades of the Islands Trust GIS infrastructure were began, with the replacement of ArcGIS Server with ArcGIS Portal, and ArcGIS Desktop with ArcGIS Pro. The infrastructure changes were implemented by the GIS Technician, highlighting the technician's ability to handle complex and administrative level tasks but at the expense of their primary responsibilities.

IS Project Demands: The Senior Technical Analyst's project management demands, such as the Victoria office renovation, hybrid meetings and workforce, and the Islands Trust website, have further reduced available GIS resources.

ITC Project Demands: A move to in-house property monitoring, both the monitoring of current properties and the Expansion of ITC protected areas and increased needs from other ITC programs (e.g. conservation modelling, expanding natural area datasets, introduction of a Species at Risk Program, etc.) has led to increased GIS project demands, amplifying the strain on existing GIS resources. See Appendix A for a more detailed description of emerging GIS needs.

Increased Development Applications: The 2021 peak in development applications nearly doubled the previous 10-year average, intensifying the need for robust GIS support, at a time when GIS resources were being cut (i.e. GIS Coop Funding) or refocused (i.e. IS Project Demands).

Staff Growth: Since 2008, the staff count has increased from 52 to 70 in 2023. The steady growth in staff numbers within the organization has resulted in an increased demand for IS support. Consequently, this growth has placed additional strain on available GIS resources by limiting the availability of Senior Technical Analyst GIS support.

GIS Technician Backfilling: The backfilling strategy undertaken by the GIS Technician has enabled the successful implementation of GIS infrastructure upgrades. However, it is important to acknowledge that this approach, while providing temporary relief, serves as a short-term and intermittent band-aid solution. It does not adequately address the underlying issue of limited resources nor does it offer a sustainable solution to effectively meet the growing demand for GIS services.

Demand for Higher Level Services: The increasing GIS administration requirements, coupled with growing GIS project demands, have placed a significant burden on the GIS Technician. In addition to their primary responsibilities as a GIS Technician, they are now also supporting a rising demand for higher-level GIS administrative and analyst service requests. It is evident that this dual role arrangement is not sustainable and has adverse effects on both the technician's well-being and the overall quality of GIS services provided.

PROJECTED RESULTS/DELIVERABLES:

Adding resourcing to the IS team in the form of a GIS Coordinator will result in the following benefits:

Reduced Risk of Burnout: An additional FTE will address the identified issue of overwhelming demand for GIS services and the burden it has placed on the GIS Technician.

Enhanced GIS data quality and reliability: Appointment of a dedicated GIS Coordinator will allow the GIS Technician to focus on their primary responsibilities, resulting in expanded attention to detail and better service delivery outcomes.

Streamlined GIS service requests and support: The GIS Coordinator will establish efficient workflows and systems to handle GIS service requests from staff across the organization. This will reduce response times, provide timely assistance, and ensure that GIS support is effectively provided to meet the needs of different business units.

Improved GIS project management: The GIS Coordinator will bring a project management focus to GIS initiatives, ensuring that projects are well-planned, executed, and monitored. This will result in more effective and efficient project delivery, with improved timelines, resource allocation, and stakeholder communication.

Strengthened GIS data governance and quality control: The GIS Coordinator will implement robust data governance practices, including data validation, documentation, and version control. This will ensure the integrity of GIS data, minimize errors, and improve overall data quality and consistency.

Enhanced GIS capacity: With more time, GIS staff will have the opportunity to prioritize GIS skill development, fostering a more capable GIS team. This will enable them to effectively address GIS-related challenges and provide comprehensive support for the organization's GIS needs.

Improved coordination of GIS activities: The GIS Coordinator will serve as a central point of contact for GIS-related matters, facilitating collaboration and coordination among different teams and stakeholders. This will foster efficient information sharing, promote interdisciplinary collaboration, and ensure that GIS activities align with organizational objectives.

RISK ASSESSMENT:

Hiring a new GIS Coordinator to support the GIS team comes with minimal risk to the organization. The main risk lies in not adequately addressing the growing demands for GIS services. Potential risks associated with hiring a new GIS Coordinator include challenges typically associated with recruitment, such as difficulties in finding or retaining suitable candidates.

Overall, while there are some inherent risks associated with the recruitment, the potential benefits of hiring a GIS Coordinator outweigh these risks. Adequate measures can be taken to mitigate these risks and ensure the successful integration of the new role into the GIS team and IS Group.

ALTERNATIVES CONSIDERED:

Option 1: Do not hire the proposed 1.0 FTE (Status Quo)
Benefits: None.
Risks: Without hiring a GIS Coordinator, the organization will continue to face limitations in effectively managing GIS resources and addressing GIS-related challenges. This includes insufficient support for GIS projects and services, lower quality deliverables, and missed opportunities for leveraging GIS capabilities. The organization may experience inefficiencies, reduced GIS effectiveness, and hindered decision-making.
Financial implications: No immediate financial implications, but the organization will continue to face resource limitations and potential costs associated with inadequate GIS support.
Resource requirements: None - the organization will rely on existing staff and intermittent solutions, resulting in ongoing strain on resources and limited GIS capabilities.

Option 2: Reallocate IS Coordinator resource following staff members Retirement
Benefits: Reallocating the IS Coordinator resource to GIS would result in an increase in GIS staff resources without adding an additional staff member to the IS Group. This reallocation would provide immediate support to the growing demands for GIS services and projects within the organization.
Risks: By reallocating the IS Coordinator resource to GIS, there is a potential risk of diminished IS capacity. This could result in reduced support for information systems, infrastructure maintenance, and overall IT management. The organization may need to rely more heavily on third-party contracted support, such as Blackman Support Services, which can lead to increased costs and potential challenges in maintaining consistent service levels.

Financial implications: The financial implications of this option would depend on the specific arrangements made with Blackman Support Services or any other third-party contractor. It may result in increased costs for IT support and services.
Resource requirements: None - the organization will rely on existing staff and third party contactors.

Option 4: Engage with independent contractors for project-related work
Benefits: This option allows for access to specialized expertise and resources on a project-by-project basis. It provides flexibility and the ability to tap into a wider range of skills and knowledge without the long-term commitment of a permanent hire.
Risks: Risks associated with finding suitable contractors, potential for higher hourly rates compared to hiring a permanent staff member, and challenges in integrating external resources into the organization's workflow.
Financial implications: Costs will vary depending on the scope and duration of the projects, as well as the rates charged by the independent contractors.
Resource requirements: Staff time to identify and engage with suitable contractors, manage the projects, and ensure effective collaboration and knowledge transfer.

CRITICAL SUCCESS FACTORS:

Comprehensive and accurate job description: Developing a well-drafted job description that clearly outlines the required education, skills, and qualifications is crucial for attracting suitable candidates during the hiring process. A precise job description ensures that the right talent pool is targeted, increasing the chances of finding qualified individuals who can contribute effectively to the GIS initiative.

Rigorous and well-executed hiring process: Conducting a thorough and meticulous hiring process is essential to secure high-quality staff for the GIS role. This process should include robust screening, interviewing, and evaluation techniques to assess candidates' suitability and compatibility with the position and organizational requirements. A well-executed hiring process enhances the likelihood of finding competent individuals who can make significant contributions to the GIS initiative.

Comprehensive orientation and on-boarding: Providing a comprehensive orientation program for the newly hired staff is crucial for enabling them to perform their duties effectively and contribute to the organization's success. Proper on-boarding ensures that new hires are equipped with the necessary knowledge, resources, and support to navigate their roles and responsibilities, increasing their ability to deliver optimal results in the GIS initiative.

Support from elected officials and management: Gaining support from Islands Trust elected officials and management is vital to secure the necessary funding and resources for the new GIS position. Having the backing of key decision-makers ensures the allocation of financial resources and organizational support required for the successful implementation of the GIS initiative. Without adequate support, the initiative may face financial constraints and limited resources, hampering its effectiveness and overall impact.

RECOMMENDED OPTION:

: Hire a permanent GIS Coordinator 1.0 FTE

This option provides the greatest benefit to the organization and ensures the well-being of staff members involved in GIS operations. By hiring a GIS Coordinator, the organization can access skilled resources dedicated to addressing GIS-related challenges and driving improvements within the organization.

Benefits of Option 2 include:

- **Enhanced GIS capabilities:** Hiring a permanent GIS Coordinator allows for the development of a highly skilled GIS team capable of meeting the organization's evolving GIS needs. This increased capacity will enable the team to tackle complex projects and deliver high-quality GIS services to support the Islands Trust mandate.
- **Improved job satisfaction and staff retention:** By providing the GIS Technician with a dedicated GIS Coordinator, job satisfaction and retention potential are enhanced. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment.
- **Effective implementation of changes and improvements:** The permanent GIS Coordinator will play a crucial role in driving desired changes and improvements within the organization. With a dedicated resource focused on GIS operations, the organization can effectively implement new strategies, technologies, and processes that will benefit the organization as a whole.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:

The annual ongoing cost of hiring a permanent 1.0 FTE GIS Coordinator is estimated at approximately $108,000, annually which includes salaries, benefits, training, and professional dues. It is important to note that costs may rise modestly each year based on potential salary increases.

Savings will be realized through the prevention of potential future staff leaves and the need for paid backfill. By providing the GIS Technician with appropriate work-life balance, the organization can reduce the likelihood of staff burnout and turnover. This translates to savings in terms of reduced costs for paid leave, as well as lower recruitment and training expenses associated with staff turnover.

Qualitative Discussion:

Hiring a permanent GIS Coordinator brings qualitative benefits to the organization. Staff members with a proper work-life balance are more engaged, productive, and invested in their work. They exhibit higher levels of job satisfaction and are more likely to collaborate effectively with others, contributing to overall organizational success. Additionally, reduced turnover resulting from improved work-life balance leads to lower costs for the organization in terms of lost working hours and recruitment and training expenses.

PURCHASING PROCEDURE:

Since the hiring of staff does not fall under the procurement of goods or services, a procurement process is not applicable. Instead, a hiring process will be conducted following standard Public Service Agency (PSA) practices. This process includes obtaining approval to reinstate the currently vacant position, reviewing the job description and classification, posting the job externally, collecting and reviewing resumes, conducting skill testing, interviews, reference and criminal record checks, issuing offer letters, and providing comprehensive on-boarding and training for the new staff member. These steps ensure a thorough and compliant hiring process in accordance with established procedures.

PROPOSED IMPLEMENTATION STRATEGY:

To ensure immediate relief from resource challenges, it is advisable to continue to support GIS Technician backfilling. This will help alleviate the workload and provide temporary support until the new staff member is hired and fully on-boarded.

The hiring process will be initiated in mid-March 2024, following budget approval, with screenings and interviews taking place in April 2024. The anticipated start date for the new hire is in May 2024. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role. The true benefits of the hiring, including improved GIS resources, are expected to be realized by the fall of 2024.
STAFF RESOURCING: **Pre-hiring activities:** <u>Senior Technical Analyst:</u> Coordinated the backfilling of the GIS Technician role to ensure immediate relief from resource challenges during the hiring process. This includes identifying suitable candidates, screening resumes, conducting interviews for the backfill position, and making the necessary arrangements for the backfill. Review and update existing GIS Coordinator job description for new staff, screen applicant resumes, prepare and mark written assessments, conduct interviews, conduct reference checks, and make job offers. Estimated time: 40 hours. <u>Employee Services Coordinator</u>: Administer job posting, collect resumes, administer written assessments, schedule interviews, prepare offer letters, and file for criminal record checks. Total time: 5 hours. <u>Interview Panellists (Senior Technical Analyst + 2 others):</u> Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist. **Post-hiring activities:** <u>Senior Technical Analyst:</u> Oversee and conduct training and orientation with new staff for a period of 2-3 months. <u>Employee Services Coordinator:</u> Process new hire paperwork, schedule and deliver basic new hire orientation and onboarding sessions. Total time: 15 hours. <u>Others across the organization:</u> Provided orientation to other departments and relevant processes over the course of 1 week.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: The business case has been provided to the Trust management team for their consideration and support. In the event that the position receives approval, appropriate internal communications will be conducted to inform staff about the upcoming hiring process. The competition will be advertised both internally within the organization and externally on platforms such as the BC PSA job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Initiator Name, Title

Date

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 will be forwarded to FPC for information in October of each year, but not included in the budget draft.

Appendix A: Islands Trust Conservancy Emerging GIS Needs

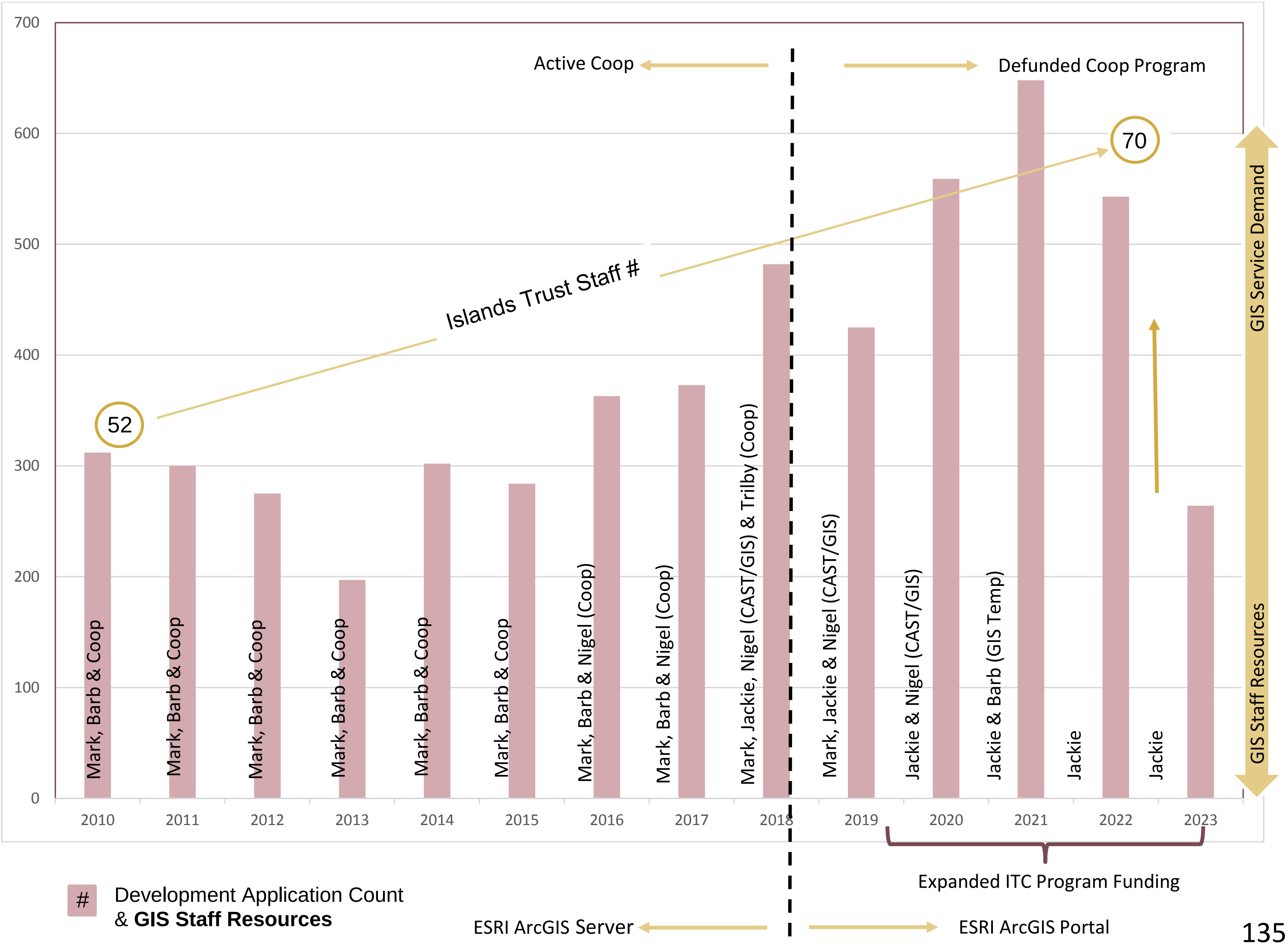
Islands Trust Conservancy (ITC) uses GIS resources to assist with conservation planning, communications products, grant reporting, annual reports and property management needs. As ITC responsibilities grow, due to increases in protected areas and expanding needs such as Climate Change, species at risk management and First Nations engagement, so have ITC's GIS needs. GIS support from Islands Trust Information Systems (IS) is integral to ITC's work and ITC increasingly leans on IS for technology solutions and day-to-day support for the following:

- Creation of mapping for communications and reporting
- review of new data and maintenance and updates of existing data, including Terrestrial Ecosystem Mapping, shoreline and marine mapping, species at risk occurrence mapping, and protected areas mapping
- Integration of Islands Trust Conservancy sourced data into internal mapping systems for use by staff (i.e. TAPIS)
- Data analysis for communications, conservation planning and property management
- Statistical information for annual reports and grant reports
- Business analysis to assist with sourcing new software and hardware for property management
- Training and support for safety devices that are used in the field
- Design, training and support of in-the-field tools that assist ITC staff and contractors to more effectively and efficiently collect data, including set up of GPS data collection and associated apps, syncing of in-the-field data collection apps and internal reporting systems
- Training and support for ArcPro, ArcGIS Online, and other mapping software, so that we can become more self-sufficient when it comes to creating maps

As ITC grows its protected areas and programs, it is clear that IS no longer has the resources to support ITCs increasing GIS needs. ITC is hopeful that solutions can be found to support service gaps that we are experiencing as the ITC work program grows.

-Kate Emmings
Manager, Islands Trust Conservancy

Appendix B: Contributing Factors to GIS Staff Resources Challenges



ISLANDS TRUST
Fiscal Year 2024/25
PROPOSEED LTC PROJECTS

ITEM	AMOUNT	TOTAL
Specific Projects >$5000:		
DE: Housing Review	$ 15,000	
GAB:OCP and LUB Comprehensive Review	$ 25,000	
MA: Housing Options	$ 10,000	
NP:Housing Access and Affordability	$ 15,000	
HO:First Nations	$ 19,500	
SSI:OCP and LUB Review	$ 96,000	
SSI: Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan	$ 86,500	**$ 267,000**
Minor Projects:		
Pool for Allocation to LTCs in Year		**36,500**
Total LTC Projects in General budget		**303,500**

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	
Requested by *(Committee or Operational Unit):* DELTC **Department:** Denman Island Local Trust Committee – LTC projects	**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
Name of Request: **DE LTC – Denman OCP and LUB Housing Review (Stage 2- Phase 2)**	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* **$15,000**	■ **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 of Submission to Finance: **DE LTC resolution endorsing business case July 25th, 2023**	**Funding Required for (date range):** April, 2024 -March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS

Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

ISSUE/OPPORTUNITY:

The purpose of this business case is to support of the second phase of what was defined in the 2023/24 business case as Stage 2 of the Denman OCP and LUB Housing Policy Review. The report resulting from the Denman Housing Review Project Stage 1 and staff review of related reports and projects over the past 20 years indicated that there is much to be done to address housing need on Denman Island. The Denman Housing Review Project Stage 1, Phase 1 (Fiscal 2023/24) is contributing to prioritizing specific options for OCP and LUB Review. Phase 2 will focus on public review of options, legal review and bylaw amendment writing and review.

The Denman Housing Review Project Stage 2, Phase 2 (Fiscal 2024/25) bylaw amendments will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - The project focusses on continuing the engagement process with First Nations that was initiated in Phase 1.
- Contributing to the development of model bylaws for housing – This project is intended to produce bylaws that may be replicable in other Local Trust Areas.
- Preservation of ecosystems – A key focus of the project is supporting housing while considering the Islands Trust preserve and protect mandate.
- Demonstrating the use of suitable land analysis – Suitable land analysis will be used to inform LTC decision making.
- Demonstrating the use of the Islands Trust's Housing Toolkit – A number of tools in the toolkit are being used by staff and being shared with the Housing Advisory Planning Commission and the LTC to inform amendments to the OCP and LUB.
- Development of a public engagement process that could help to inform other public engagement processes related to housing projects throughout the Trust Area

PROJECTED RESULTS/DELIVERABLES:

<u>1. OCP Updates</u> – OCP updates are needed to facilitate more flexibility in supporting a variety of housing options. 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.

<u>2. LUB Update</u>s – LUB updates will reflect the options supported by the community to increase the variety of housing options while preserving and protecting the environment.

<u>3. Continuation of active and meaningful engagement with First Nations and the Community</u> – Stage 2 Part 1 endeavoured to inform First Nations and the Community of the goals and objectives of the project and involve First Nations, the Community, the Housing Advisory Planning Commission and Stakeholders in the identification of bylaw amendment options. Stage 2 Part 2 will look to effectively consult all relevant parties on proposed amendments.

RISK ASSESSMENT:

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. Furthermore, the community will feel like all the time they took to contribute to the process was wasted.

ALTERNATIVES CONSIDERED:

Option 1: Keep the same project charter but reduce public engagement and communications activities. This may result in extension of the project if the public do not feel like they had a chance to contribute to the outcome. Inadequacies with the consultant's process for Stage 1 of the process has led to a need for further consultation in Stage 2 of the project.

Option 2: Extend the proposed project duration. In this case engagement and communications could be spread over two fiscal years. This approach is likely to be very concerning to community members.

Option 3: Keep the same project charter and budget but fund the project via a Special Tax Requisition. 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:

- Allocation of staff time
- Effective public engagement process

RECOMMENDED OPTION:

Provide $15,000 to support the second phase of Stage 2 of the Denman OCP and LUB Housing Policy Review which focusses on OCP updates, LUB updates and continuation of active and meaningful engagement with First Nations and the Community.

COST/BENEFIT ANALYSIS:

Quantitative:

$15,000 will be needed to support this project. If this is not supported now while there is momentum from the work done over the past two years reaching the goals of having the OCP and LUB updates made to address housing issues may be lost. Reinvigorating the project may require additional public consultation which will result in additional costs.

Qualitative:

Without OCP and LUB revisions there will be no increase in housing options for Denman residents. Housing challenges will increase impacting the community and the environment.

PURCHASING PROCEDURE:

The appropriate Islands Trust procurement processes will be followed as needed.

PROPOSED IMPLEMENTATION STRATEGY:

Housing Action Plan/ Bylaw Drafting	Jan. – June 2024
Public Engagement/ First Nations Consultation	Jan.- June 2024
Legal Review/ CIM	June – Sept. 2024
First Reading/referrals	Oct. 2024
Second Reading/Third Reading/EC review	Oct. – Dec. 2024
Ministry Approval of bylaws	TBD
Bylaw approval	TBD

STAFF RESOURCING:

Estimation: 0.25 FTE Regional Planning Team Project Manager
0.10 FTE Planning Team Support
0.10 Mapping

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

There are no major concerns to be addressed at this time. Changes to the project will be communicated to the community as needed.

Requested by (Committee or Business unit): Denman Island Local Trust Committee

Prepared by (name, title)/date: Narissa Chadwick July 14th , 2023

Reviewed by (name, title)/date: Robert Kojima July 17th, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

GBLTC</td><td rowspan="4"><u>Budget Source</u> (select all that apply):

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

☐ Furniture & Equipment

☐ Computer Hardware/Software/Supplies

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

■ Other – please describe: Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.</td></tr>
<tr><td>Department:
Gabriola Island Local Trust Committee – LTC projects</td></tr>
<tr><td>Name of Request:
GB LTC – Gabriola OCP and LUB Review Project (Phase 2)</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

2024-2025 - $27,000 (without water assessment)
2024-2025 - $77,000 (with water assessment)</td></tr>
<tr><td>Date of Submission to Finance:
GBILTC resolution endorsing Business Case July 20th 2023</td><td>Funding Required for (date range):
April 2024 – March 31, 2025</td></tr>
<tr><td colspan="2">TIE TO ISLANDS TRUST GUIDING DOCUMENTS: In June 2023, <u>Islands Trust Council amended the Strategic Plan</u> to:
“Prioritize elements of the strategic plan that support land use decision making”, and
“Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment.”
Updating OCPs is a key priority</td></tr>
</table>

ISSUE/OPPORTUNITY:

The Gabriola Island OCP and LUB has not been substantially updated since 1997 and 1999 respectively. The review will substantially update the bylaws addressing a number of Islands Trust Strategic objectives and emerging issues. As the first substantial OCP/LUB review undertaken by the regional planning team the project and resulting bylaw amendments will serve as a model for other LTC OCP/LUB reviews.

The OCP and LUB review (Phase 2) will provide the opportunity to advance Islands Trust Strategic Interests related to:

- First Nations Reconciliation - the project will involve developing a process to engage First Nations at the front end of the project to identify how they would like to be involved and then integrating FN perspective as appropriate. This will involve hiring a First Nations engagement specialist.
- Addressing affordable and attainable housing- the project prioritizes housing.
- Preservation of ecosystems both terrestrial and marine – the project will involve reviewing DPAs. The work will begin with reviewing the suitable land analysis that is currently being developed. It will required. updated mapping and geospatial data.
- Advancing objectives of the Freshwater Sustainability Strategy related to freshwater sustainability and the health of the watershed- the project will consider work that has been done for Galiano and North Pender to create an aquifer protection DPA and update proof of water regulations
- Development of a process (including public engagement) and bylaws that could serve as a model for other LTC OCP/LUB reviews.

The OCP and LUB review process will be informed by the OCP and LUB Review (Phase 1). The first phase of the project involved:

- Early First Nations Engagement
- A community engagement process contributing development of draft Gabriola Vision 2050
- The allocation of $18,000

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

PROJECTED RESULTS/DELIVERABLES:

Vision and Values Document Completion		
Graphic Design for Gabriola Vision 2050 document	Spring 2024	$4,000
Public Consultation/Legal Review		
Series of CIMs on specific priorities	Spring/Fall/Winter 2024	$3000
Legal Review	Summer 2024	$4000
First Nations Engagement		
Indigenous consultant to assist with engagement process		$6000
Mapping/Data		
Data and mapping updates for updating DPAs		$10,000
Water Availability Assessment * *likely to be added to RPC budget request		$50,000
Project Total		
Without Water Availability Assessment		$27,000
With Water Availability Assessment		$77,0000

RISK ASSESSMENT:

Factors potentially affecting the timing of project deliverables:

- Regional Planning Team capacity to manage the project in 2024/2025 ;
- Capacity and available expertise to support mapping and data needs within the budget;
- Other staffs' capacity to provide support to the project 2024/2025;
- First Nation capacity and interest to engage may not align with project timelines;
- Ability to retain an Indigenous consultant to assist with FN engagement.

ALTERNATIVES CONSIDERED:

Alternative 1: No Visions Document
Benefit – reduced budget by $4000, some staff time reduced
Challenge-community will not have work celebrated, no model for future LTCs

Alternative 2: No hiring of Indigenous Consultant
Benefit – reduced budget by $3000
Challenge – engagement will not be as in depth, may not end up with effective engagement, will still need budget to support alternatives, alternatives unknown.

- Will require more staff time

Alternative 3: No Additional Data/ Mapping
Benefit – reduced budget by $10,000, reduced time for SFWS and Mapping
Challenge – will not be able to update DPAs in some cases

Alternative 4: Limited OCP/LUB review
Benefit – reduced budget by up to $10,000 (depending on focus, data and mapping needs would be reduced)
Challenge – a number of DPAs not updated, reduced time for SFWS and Mapping

- OCP/LUB timeline extended

Alternative 5: No Water Availability Assessment
Benefit – reduced budget by $50,000, reduced time for SFWS and Mapping
Challenge – incomplete suitable land analysis

- LTC will not be able to identify areas most vulnerable to increases in density and intensity of land use with respect to supporting housing options.

CRITICAL SUCCESS FACTORS:

- Allocation of staff time
- Effective First Nations Engagement
- Effective mapping and data collection

RECOMMENDED OPTION:

The present funding request is for $27,000 for fiscal 2024/25 (plus $50,000 for water availability mapping*) to allow the Gabriola Island OCP-LUB project to progress through Phase 2.

*may be added to business case developed by the regional planning committee to support the advancement of the Freshwater Sustainability Strategy (FWSS)

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:
$77,000 will support the needs of Phase 2 including a water availability assessment. If the water availability assessment prioritizing Gabriola is supported as a Trust Wide project only $27,000 will be required for this LTC project.

Qualitative:
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:

- Appropriate procurement procedures will be followed.

PROPOSED IMPLEMENTATION STRATEGY:

See Project Results and Deliverables.

STAFF RESOURCING:

Estimation: 0.25 FTE Regional Planning Team Project Manager
0.10 FTE Regional Planning Team Support
0.20 Senior Freshwater Specialist (SFWS)
0.10 Mapping

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: N/A

Requested by (Committee or Business unit): GBILTC

Prepared by (name, title)/date: Narissa Chadwick, July 10th, 2023

Reviewed by (name, title)/date: Robert Kojima, July 12th, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Mayne Island Local Trust Committee

Department:

Planning Services

Name of Request:

Mayne Island Housing Options Project (Phase 2)

$ Value of Request*:*

$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:** _legal review, community engagement, First Nations engagement, contingency_____________________

Date of Submission to Finance:

MILTC resolution to endorse business case July 31, 2023

Funding Required for (date range):

April 1, 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:

Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

ISSUE/OPPORTUNITY: To address the need for an increase in variety in housing options the Mayne Island LTC has been engaged in a housing review project for the past four years. This request is to support the continuation of the Mayne Island housing project. The next phase will include First Nations and community consultation, and OCP and LUB updates to increase housing options.

The first phase of this project has supported the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Contributing to the creation of a Trust Wide Housing Toolkit
- Creating a model bylaw for flexible housing
- Demonstrating the value of suitable land analysis contributing to suitable land analysis being done for all Trust Area to contribute to their housing project

Phase 2 will support the Islands Trust's Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area" by:

- Utilizing the Islands Trust Housing Toolkit
- Contributing to the design of more model bylaws for housing
- Supporting the CRD's Gulf Islands Housing Strategy actions related to increasing housing options
- Demonstrating the value of partnership building with non profits and the Capital Regional District in the development of housing

PROJECTED RESULTS/DELIVERABLES: The project will include exploring and implementing LUB and OCP amendments to support actions identified in the Draft Housing Action Plan for the following:

- Expanded opportunities to build Secondary Suites and Accessory Dwelling Units
- Increased Opportunities for Non Profit Housing Development
- Permitting Alternative Housing Approaches
- Reducing Ecological Footprint of New Builds

RISK ASSESSMENT: There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages
2. First Nations' capacity and timing may not align with project timelines
3. The LTC may choose to not proceed with amendments
4. Costs may exceed the budget due to consultation or other factors

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 - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Status quo. Staff time and funding are not be allocated to the project and the work does not proceed this fiscal year.

Option 2: Reduced funding: This may limit First Nations consultation and legal review in this fiscal.

CRITICAL SUCCESS FACTORS: Near term success if relevant amendments to the OCP and LUB are adopted. Longer term success would be measured through improvements to housing options, accessibility and affordability.

RECOMMENDED OPTION: The recommended option is to fund the initiative as a Major LTC Project at the requested amount of $10,000 for the coming fiscal year. This provides sufficient funding for consultation and for project management by a Regional Planning Team planner.

COST/BENEFIT ANALYSIS:

Quantitative Analysis: $10,000 for fiscal 2024-25

- Consultation (APC, First Nations, partners, community, communications) - $8,000
- Contingency - $2,000

Qualitative Analysis: project would contribute to and benefit from efficiencies associated with similar projects in other LTAs. The existing momentum in the community would continue contributing to further efficiencies

PURCHASING PROCEDURE: *N/A*

PROPOSED IMPLEMENTATION STRATEGY:

LTC Option Review / Action Plan Finalization	April – July 2024
Bylaw Drafting	July – Oct. 2024
Public Engagement/ First Nations Consultation/Referrals/Legal Review	Oct 2024 – Jan 2025
Referrals, Community Information Meeting(s), revisions and first reading	March- May 2025
Second Reading/Third Reading/EC review	July – Sept. 2025
Ministry Approval of bylaws	TBD
Bylaw approval	TBD

STAFF RESOURCING:

Estimation:
0.25 FTE Regional Planning Team Project Manager
0.10 FTE Planning Team Support (RPM)
0.10 Admin support

Support from Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *N/A*

Requested by (Committee or Business unit): Mayne Island Local Trust Committee

Prepared by (name, title)/date: Narissa Chadwick, July 13, 2023

Reviewed by (name, title)/date: Robert Kojima, August 31, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*
North Pender Island Local Trust Committee

Department:
Planning Services

Name of Request:
North Pender LTC Housing Access and Affordability Project

$ Value of Request

$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:** ______________________
  For fiscal year 2024-25:
  - Community consultation, First Nations consultation, support for advisory bodies, legal and contingency

Date of Submission to Finance:

NPILTC resolution endorsing Business Case July 29, 2023

Funding Required for (date range):
April 1, 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS:
Islands Trust Council *Strategic Plan 2018-2022*. Objective: Strengthen Housing Affordability Throughout the Islands Trust Area. In June 2023, Islands Trust Council amended the Strategic Plan to:

- "Prioritize elements of the strategic plan that support land use decision making", and
- "Update the strategic initiatives related to housing to focus on projects that will develop healthy, resilient island communities by employing two lenses: mitigating and adapting to the effects of climate change, and managing growth by cultivating equitable, inclusive and resilient communities and the natural environment."

ISSUE/OPPORTUNITY: The North Pender Island Local Trust Committee has identified access to affordable housing as a priority issue. The request is to fund a Major Project to engage in community consultation, to consult with First Nations, to engage with stakeholder groups, to review housing options and to undertake amendments to the OCP and LUB and development of a housing action plan to improve access to affordable housing in the community. This project would be consistent with Islands Trust Council Strategic Plan Goal to "Strengthen housing affordability throughout the Trust Area". It would also utilize the recent completed housing toolkit prepared on behalf of the Regional Planning Committee. A Housing Strategy for the Southern Gulf Islands was recently adopted by the CRD Board. Housing related initiatives are currently underway in several other local trust areas and this project would apply and build on options, experiences and lessons from those initiatives. As a Major Project, the initiative would be managed by a planner from the Regional Planning Team, bringing experience with similar projects in other local trust areas.

PROJECTED RESULTS/DELIVERABLES: the project would result in amendments to the OCP and LUB that would provide opportunities and options to create more housing diversity and affordability. A Housing Action Plan that includes non-bylaw actions could also be developed.

RISK ASSESSMENT: There are several contingencies that could negatively affect the project outcome or deliverables:

1. Lack of staff resources: the regional planning team may not be able to support the project due to other on-going projects or staff shortages
2. First Nations' capacity and timing may not align with project timelines
3. The LTC may choose to not proceed with amendments
4. Costs may exceed the budget due to consultation or other factors

ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option* <u>*must*</u> *be supported by a succinct and realistic presentation of the benefits, risks, financial implications,* <u>*resource requirements*</u> *and* <u>*other implications*</u> *to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Status quo: housing affordability will continue to be eroded in the community

Option 2: Proceed with the initiative as a Minor LTC Project – this would limit the project budget to a maximum of $5,000 per fiscal year. However, with the availability of the housing toolkit and experience from other local trust areas, staff consider this a viable alternative. If timing is a consideration, the LTC could proceed with the initiative as a Minor Project in the current fiscal year.

Option 3: Defer: the project could be deferred to a future fiscal year, potentially including in the initiative in a more comprehensive OCP/LUB review.

CRITICAL SUCCESS FACTORS: The project would be considered successfully completed if relevant amendments to the OCP and LUB are adopted. Ultimate success would be measured over the longer term through improvements to housing options, accessibility and affordability.

RECOMMENDED OPTION: The recommended option is to fund the initiative as a Major LTC Project at the requested amount of $15,000 for the coming fiscal year. This provides sufficient funding for consultation and for project management by a Regional Planning Team planner. The alternative is for the LTC to proceed as a Minor Project.

COST/BENEFIT ANALYSIS:
<u>Quantitative Analysis:</u> $15,000 for fiscal 2024-25 for phase 1

- Consultation (APC, First Nations, stakeholders, community, communications) - $10,000
- Legal - $3,000

- Contingency - $2,000

Qualitative Analysis: project would benefit from efficiencies associated with similar projects in other LTA and build on those experiences.

PURCHASING PROCEDURE: *N/A*

PROPOSED IMPLEMENTATION STRATEGY: The project is proposed to be completed over two fiscal years, with phase 1 primarily consisting of consultation and review of options and phase 2 consisting of drafting and review of bylaws, legislative process, and implementation.

STAFF RESOURCING: The project would be managed by a planner assigned from the Regional Planning Team, estimated at 0.25 FTE, with support from the RPM (up to 0.10 FTE), admin support (0.10 FTE) and support from the Senior Indigenous Relations Advisor, the Senior Freshwater Specialist, mapping and communications staff as needed.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: N/A

Requested by (Committee or Business unit): North Pender Island Local Trust Committee

Prepared by (name, title)/date: Robert Kojima, July 13, 2023

Reviewed by (name, title)/date:

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Regional Planning Committee **Department:** Planning Services **Name of Request:** Hornby Island LTC – Relationship Building Actions with K'ómoks First Nation **$ Value of Request** *(indicate by fiscal year and total if project is multi-year):* **2024/25: $31,5000**	**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:** existing First Nation Capacity Funding Program
Date of Submission to Finance: October 6, 2023	**Funding Required for (date range):** April 1, 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Islands Trust has adopted policies regarding reconciliation, respect, communication and actions that build relations with Indigenous Communities on whose traditional and unceded lands the Islands Trust operates.

1) Islands Trust Reconciliation Declaration, adopted by Islands Trust Council on March 14, 2019.

"*The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home. The Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.*
The Islands Trust Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea."

2) The Hornby Island LTC's standing resolution regarding First Nations in the Local Trust Area, adopted May 24, 2019.

"*Whereas the Local Trust Committee seeks to engage in Reconciliation with local First Nations, governments and the island community by honouring the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples, and Islands Trust First Nations Engagement Principles, the Local Trust Committee endeavours to:*
a) Annually, write a letter to First Nations, (re)introducing Trustees and staff and provide a schedule of known Local Trust Committee meetings for the upcoming year, as well as, provide an update of current projects and advocacy activities;
b) For various Local Trust Committee meetings, invite elders from local First Nations to attend and provide a traditional welcome to the territory;
c) Work with First Nation governments on cooperative initiatives, including and not limited to, language, place names, territorial acknowledgements, and community education on Coast Salish and local First Nations' cultural heritage and history;
d) Work with First Nation governments on engagement principles for inclusive land use, marine use, and climate change planning; advocacy, protection and stewardship; and knowledge and information sharing protocols;
e) Establish and maintain government-to-government dialogue with First Nations, now and into the future, based on respect and recognition of Aboriginal rights and title, treaty rights, and First Nations' traditional territories within the Islands Trust Area."

3) Islands Trust Conservancy Reconciliation Declaration, ratified by the Islands Trust Conservancy Board on June 16, 2019, in the territories of the Lək̓ʷəŋən Peoples, METULIYE/Victoria, B.C.
4) Reconciliation Action Plan 2019-2022, passed by the Islands Trust on June 19, 2019, in the Coast Salish/Penelakut Territory, Galiano Island.
5) Islands Trust Council *Strategic Plan 2018-2022*. Addresses Objective to Strengthen Relations with First Nations

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Hornby Island LTC trustees have requested this initiative because of their desire to grow and foster a better relationship with K'ómoks First Nation, and to understand what they would like to see for reconciliation actions by the LTC, and perhaps even the larger organization (Islands Trust).

The LTC has also discussed as part of the LTC's current fiscal (2023/2024) Major Project, considering more robust acknowledgement of First Nations within the OCP, and comprehensive engagement with the K'ómoks First Nation has been a cornerstone to the development of draft bylaws for the current project. The LTC considers engagement with K'ómoks First Nation to be a top priority for the following fiscal year, as well.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

The scope for this project is to support and carry out activities identified by the LTC to promote and build positive political/governance relationships with K'ómoks First Nation, and which would be led by the Hornby Island LTC and K'ómoks First Nation, with support from staff.

- Relational aspects only; led by LTC with support from staff.
- Subject to interest by K'ómoks First Nation, the LTC wants the project to accommodate time and budget to include discussions on setting up scheduled meetings and 'ways of working together' which could include an agreement, MOU, or Friendship Accord, for example.

The work is expected to be ongoing and based on specific actions may require multiple years of LTC priority and staff resources and budget. Anticipated actions could focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'ómoks First Nation, to initiate any agreements such as Memorandum of Understanding (MOU), Friendship Accord, or protocol agreement.

The proposed Major Project would address issues and provide opportunities as follows:

- Work with K'ómoks First Nation to determine how they wish to be engaged.

- Strengthen and improve the LTCs relations with K’ómoks First Nation, while taking actions that align with the Trust Council Declaration on Reconciliation and the Standing Resolution regarding First Nations in the Hornby LTA.

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

BENEFITS:

- This proposed fiscal project seeks to ‘address the missing pieces’ of this relational and governance aspect, to establish and continue a positive relationship between K’ómoks First Nation and Hornby Island LTC.
- The relationships fostered can support future discussions of mutual interest regarding key strategic and planning policies, Islands Trust and planning processes, bylaws, and tools (both for new and revising existing ones).
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of $150,000 over 5 years) and is the suggested source of funding for this project through TAS. An implication to accessing this funding may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- For ‘Step 2’, the cost estimate and feasibility is based on assumption that staff expertise and capacity to draft a protocol MOU agreement is available in-house, rather than engaging with a consultant service to support this work.
    - To be confirmed if there is in-house expertise from PS and TAS.
    - Consultant service benefits include expertise regarding nature of the work and process, capacity, connected to outside agencies and resources.
    - Staff benefits include potential cost savings to complete work in-house, intimate knowledge of Islands Trust process.

RISKS:

- Approach: There’s no approach in-place yet for the organization so the LTC will need to support the evolution of an approach as it’s being created and tried. The nature of the work does not clearly fall under the LPS planning or TAS role and function for the organization so this is also in a state of evolution. Also since this project is new for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform and support the approach and identify the staff to support it.
- Capacity/Resources: IT Staff capacity and K’ómoks First Nation capacity to support the work. First Nation capacity and interest to engage may not align with desired project timelines.
- Cost: Cost of First Nation capacity support funding/honoraria, compensation for participation may be beyond estimated budget.
- Time/Resources: The project may take longer to complete, running into multiple fiscal years. Once started, the commitment to complete a protocol MOU agreement with K’ómoks First Nation must remain a priority both financially (budget) and as a strategic priority (politically, staff time).
    - Hornby LTC supports the priority of this as a major project should it run into multiple years.
    - This may mean other projects would not be initiated by TAS and/or LPS for Hornby Island and other LTC areas.
- Resources: Uncertainty of staff allocation for time and limited hours of staff time available to any large level of activities. Staff will recommend to keep the scope small and simple to focus on building strong positive relationships consistently/over time and to achieve results incrementally.

ALTERNATIVES CONSIDERED: (*What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option <u>must</u> be supported by a succinct and realistic presentation of the benefits, risks, financial implications, <u>resource requirements</u> and <u>other implications</u> to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Do Nothing

Benefits –

- no cost or resources applied.

Risks –

- minimal resources applied to supporting Islands Trust trustees efforts on reconciliation does not support any of the IT guiding documents on reconciliation as referenced on page 1 of this business case.

Financial implications –

- none.

Resource requirements –

- none.

Other implications-

- lack of resources would cause staff to focus on other resourced projects/activities

Option 2: Limit Scope to 'Step 1' Relationship Building Actions: meetings, activities, joint events organized and/or supported by Hornby Island LTC with K'ómoks First Nation.

Benefits –

- Having a smaller scope means better chance of accomplishing actions within the fiscal year, less staff resources applied, and capacity to focus on building relationships and supporting Islands Trust trustees efforts on reconciliation.
- Leaves more funds available for other LTCs to access for this fiscal year.

Risks –

- May need multiple years with continued financial and staff resources to support.
- No clear Island Trust wide approach. Requires clarity from Islands Trust leadership
- Estimate staff resources may not be adequate and are unknown at this time since it hasn't been done before.

Financial implications –

- $14,000 estimate.
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of $150,000 over 5 years) and is the suggested source of funding for this project through TAS.
- Estimated budget may not be adequate and are unknown at this time since we don't know what actions are appropriate, how many.
- Scale and scope should be kept to activities and actions between the Hornby LTC and KFN Chief/Council in order to estimate budget but that has not been discussed with KFN to understand their interest.
- May be challenging to accomplish work within a specific budget versus a budget range.
- TAS reconciliation budget: Not available, not applicable.
- An implication to accessing the suggested funding source may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- Will need input from Trust Area Services. The proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

Funding Request (FY24/25)	Est. Target Duration	Est. Cost
Budget Approval	2024 Q1	
On-going meetings between elected officials 'Council & LTC', i.e. once per quarter	**Start in 2024 Q2**	$2,000
Honoraria for First Nation participation (~80hrs)		$12,000**
Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)	**Start in 2024 Q3**	$8,000
Travel costs		TBD
	Total Hours ~TBD+	**Total $14,000 max.**

**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.

+ Estimated hours of 1 full-time staff time.

Resource requirements –

- Planning staff time (Island Planner or Planner 2), re: staff liaison to support LTC & KFN desired actions and discussions.

- Administration time to coordinate meetings, events, activities, take minutes, etc.
- Finance re: honorariums
- Communication staff time for preparing any external public communication materials, postings.
- Will ideally include briefing updates by LTC trustees, to share with TC and community.

Other implications-
- Discussions and direction for appropriate actions, activities will be led by LTC, supported by staff.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- Subject to interest by K'ómoks First Nation.
- No formal or established IT approach means 'learning by doing' approach. Thus the support is needed for IT to be solutions-oriented in this work.

Option 3: 'Step 1' from Option 2 & 'Step 2' to Establish an Agreement (i.e. MOU, Protocol Agreement, Friendship Accord)

Benefits –
- Improve communications with K'ómoks First Nation and Hornby Island LTC (Islands Trust).
- Improve communications with K'ómoks First Nation by setting up regular LTC/Chief and Council meetings to discuss a wide range of issues of mutual concern.
- Allows the greatest opportunity through resources and budget to support meaningful actions to building relationships with KFN and further supports Islands Trust trustees efforts on reconciliation.

Risks –
- May need multiple years with continued financial and staff resources to support.
- No clear Island Trust wide approach. Requires clarity from Islands Trust leadership
- Estimate staff resources may not be adequate and are unknown at this time since it hasn't been done before.

Financial implications –
- Estimated $31,500 budget
- May not be adequate and are unknown at this time since we don't know what actions are appropriate, how many.
- Scale and scope should be kept to activities and actions between the Hornby LTC and KFN Chief/Council in order to estimate budget but that has not been discussed with KFN to understand their interest.
- May be challenging to accomplish work within a specific budget versus a budget range.
- TAS reconciliation budget: Not available, not applicable.
- Confirmed as available funding source through Trust Area Services (TAS): Provincial grant funds to support relationship building is available (total of $150,000 over 5 years) and is the suggested source of funding for this project through TAS. An implication to accessing this funding may be that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
  - Will need input from Trust Area Services. The proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

Funding Request (FY24/25)	Target Duration	Estimated Cost
Budget Approval	2024 Q1	
Step 1: On-going meetings between elected officials 'Council & LTC', i.e. once per quarter	**Start in 2024 Q2**	$2,000
Honoraria for First Nation participation in Step 1(~80hrs)		$12,000**
Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)	**Start in 2024 Q3**	$8,000
Travel costs		TBD
Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings	Start in 2024 Q3. Likely 6 months, possibly longer.*	~$7,500** + $2,000
Step 2: Legal Review	~3 months	~$2,000
Step 2: Finalize Agreement & Celebration	~1 month	~2,000

May need multiple fiscal years' budget & priority to support a protocol/MOU agreement.	~13 months (Q2 2024 – Q2 2025)	
	Total Hours ~600⁺	**Total ~$31,500**

*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.
**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.
⁺ Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

Resource requirements –

- Planning staff time re: staff liaison to support LTC & KFN desired actions and discussions.
- Administration time to coordinate meetings, events, activities, take minutes, etc.
- Finance re: honorariums
- Communication staff time for preparing any external public communication materials, postings.
- Will ideally include briefing updates by LTC trustees, to share with TC and community.

Other implications-

- Discussions and direction for appropriate actions, activities will be led by LTC, supported by staff.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- Subject to interest by K'ómoks First Nation.
- LTC supports that the project accommodate time and budget to include discussions on setting up scheduled meetings and 'ways of working together' which could include an agreement, MOU, or Friendship Accord, for example.
- No formal or established IT approach means 'learning by doing' approach. Thus the support is needed for IT to be solutions-oriented in this work.

Option 4: Request LTC Project Funding for Steps 1 & 2

- 'Business as Usual' approach in regards to funding
- This would be a new discrete line item in the budget to fund this project.
- Avoids requesting accessing $150,000 grant until terms are established
- $31,500 estimate as per option 3

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

First Nation reconciliation efforts are advanced.
Dedicated resources and an agreed-upon approach will greatly contribute to the success of the project.
Ongoing, consistent, and positive efforts by LTC, supported by staff.
Interest from K'ómoks First Nation to initiate and engage in discussion with the LTC.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

- Option 3.
- Accesses existing grant fund while progressively addressing First Nations reconciliation.

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:
$31,500

Funding Request (FY24/25)	Target Duration	Estimated Cost
Budget Approval	2024 Q1	
Step 1: On-going meetings between elected officials 'Council & LTC', i.e. once per quarter	**Start in 2024 Q2**	$2,000
Honoraria for First Nation participation in Step 1(~80hrs)		$12,000**
Step 1: Related activities and events (i.e. facility rentals, communications, community events, food, educational, learning activities)	**Start in 2024 Q3**	$8,000

Travel costs		TBD
Step 2: *Develop of an Agreement (i.e. protocol, MOU, Friendship Accord) – includes capacity funding to support KFN participation in this work, plus related costs for meetings	Start in 2024 Q3. Likely 6 months, possibly longer.*	~$7,500** + $2,000
Step 2: Legal Review	~3 months	~$2,000
Step 2: Finalize Agreement & Celebration	~1 month	~2,000
May need multiple fiscal years' budget & priority to support a protocol/MOU agreement.	~13 months (Q2 2024 – Q2 2025)	
	Total Hours ~600+	**Total ~$31,500**

*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.
**When providing capacity support funding to First Nations, IT has been allotting $150 per hour to the Nation.
+ Estimated hours of 1 full-time staff (i.e. Island Planner, Planner 2, and Manager) time.

<u>Qualitative:</u>

- Relationship building and forming connections between K'ómoks First Nation and the LTC, and respective staff.
- As an LPS – planning major project (and not under the purview of another department), then it would be classified as 'major' because of following criteria: (Policy 5.9.1)
  - Will likely exceed 12 to 18 months to complete;
  - The budget is expected to exceed $5,000; and
  - The approach is newer to the IT and not formally established. Therefore the project requires discretionary and additional activities that exceed planning processes.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per Procurement policies.

Will require additional new process for establishing any agreements, such as capacity work agreements, Friendship Accords, etc.

Potential funding sources include:

- Islands Trust First Nation Reconciliation/Capacity funding program, $150,000 over 5 years, existing from 2023-2028, managed by Trust Area Services.*
- TAS reconciliation budget – not applicable.
- LTC Project Funding request as a new discrete line item, endorsed by LTC, to be approved by Trust Council.
- Honorarium budget, managed by Administrative Services (Finance).
- Future funding opportunities that align and meet the results of this request, none identified.

*Subject to input from Trust Area Services, the proposal could be funded from the existing first nation capacity funding program, a combination of the fund and a project budget, or just a separate project budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

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

April 1, 2024 – March 31, 2025 or over 2 years (April 1, 2024 – March 31, 2026)

- LTC Trustees to reach out to K'ómoks First Nation elected members.
- Actions that focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'ómoks First Nation, to initiate any agreements such as Memorandum of Understanding (MOU), Friendship Accord, or protocol agreement.
- LTC workshops for example can be ways to approach this, or Friendship talks, other topics may be captured.
- An Agreement (i.e. Protocol, MOU, Friendship Accord) may take more than 1 year, subject to interest and availability by K'ómoks First Nation.
- When providing capacity support funding to First Nations, IT administration has been allotting $150 per hour to the Nation.
- Updates to Regional Planning Committee

- Updates to Legislative/Governance Committee

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Staff involvement to support the LTC's work, will need to be identified and confirmed. Staff may include:

- LPS – Depending on which steps are initiated. Lead at different times may be: Island Planner (RPT), Planner 2, and RPM.
- Senior Management (support)
- Senior Indigenous Relations Advisor, Trust Area Services (team)
- Communications Specialist, Trust Area Services (support)
- Legislative Services (support)
- Regional Planning Team capacity to manage the project in 2024/2025 along with other LTC projects that are yet to be approved for that time frame.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

The key objectives, activities and timing, will be led and championed by the HO LTC.

This is governance and advocacy work for the Islands Trust & LTC, and does not soley fall under the planning function in the organization. Also since this is newer for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform how this request will be approached and identify the staff to support it.

Should a formal MOU or agreement be established, then administrative meetings (staff to staff) could identify actions as identified by the HO LTC as appropriate to discuss with K'ómoks First Nation in addition to others topics that K'ómoks First Nation may identify.

Communications will be an important aspect accounting for what gets communicated, how, and when. This could include material, updates shared out to communities.

Collaboration on actions may need to be a joint supportive effort with Islands Trust staff (various departments) and K'ómoks First Nation staff. For example, coordinating meetings, events, and joint communications as needed.

This proposed fiscal project seeks to 'address the missing pieces' of this relational and governance aspect, to establish/continue a positive relationship between K'ómoks First Nation and Hornby Island LTC, before staff begin exploring the analysis of larger policy processes and tools (both new and revising existing ones).

Requested by (Committee or Business unit): Hornby Island Local Trust Committee

Prepared by (name, title)/date: Renee Jamurat, Regional Planning Manager, Planning Services / September 29, 2023

Reviewed by (name, title)/date: Stefan Cermak, Director, Planning Services / October 6, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

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

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Requested by (Committee or Operational Unit):

Salt Spring Local Trust Committee (SS LTC)</td><td rowspan="4"><u>Budget Source</u> (select all that apply):

☐ 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: ______________________</td></tr>
<tr><td>Department:
Local Planning Services</td></tr>
<tr><td>Name of Request:

Major amendment to SS OCP and SS LUB</td></tr>
<tr><td>$ Value of Request (indicate by fiscal year and total if project is multi-year):

$96,000</td></tr>
<tr><td>Date of Submission to Finance:
SSLTC endorsed: September 13, 2024</td><td>Funding Required for (date range):
April 1 2024-March 31, 2025, $96,000
April 1 2025-March 31, 2026, $20,000</td></tr>
<tr><td colspan="2">TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.

Addresses numerous Strategic Plan Goals and Objectives including: fostering preservation and protection of the Trust Area's ecosystems, sustaining island character and healthy communities, and effective, efficient and collaborative governance.

Implement project under the SS LTC work program per SS LTC's request. The Business case for the SS OCP/SS LUB project was approved for the FY2024/25 per the SS LTC resolution below:
SS-2022-119
It was MOVED and SECONDED,
That the Salt Spring Island Local Trust Committee amend the Business Case for the major amendment to the Salt Spring Island Local Trust Committee Official Community Plan shown in Appendix 1 of the staff report dated August 9, 2022 by</td></tr>
</table>

increasing the projected budget by $100,000 to include technical analysis and collaboration, and include the review of the Salt Spring Island Local Trust Committee Land Use Bylaw in the title of the project.
CARRIED

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

This business case involves the underspent project budgets for the 2023/2024 fiscal year (FY2023/24) that was approved by the Islands Trust Finance Committee to be carried over to the 2024/2025 budget cycle. Since the budget policy does not allow any unspent funds to be automatically "carried over" to the next fiscal cycle, a new request, in the same amount that was approved minus the amount projected to be expended by the end of FY2023/24, to the Islands Trust Finance Committee for the 2024-2025 (FY2024/5) budget consideration is required. The staff report requesting the SS LTC to endorse the request to submit the business case can be found here.

This business case involves funding support for a major amendment to the (SS OCP) and the (SS LUB), and the associated actions to inform policy development, such as early and ongoing consultation with 13 First Nations that have territorial interests in SSI, conduct of a robust public engagement process, and preparation of a comprehensive draft of the SS OCP amendment. The major amendment to SS OCP continues to advance the the Housing Action Program (HAP) and the Salt Spring Island Community Wildfire Resiliency Plan (which evolved out of, and now replaces, the Protection of Coastal Douglas-fir Zones and Associated Ecosystems (CDF) project).

Salt Spring Island Community Wildfire Resiliency Plan:
Salt Spring Island lies within a forested ecosystem and residents live near and amid these forests. The Capital Regional District has created Community Wildfire Resiliency Plan that examined wildfire risk in the area and provides expert opinions to help build a FireSmart community. The findings of this plan support the incorporation of wildfire protection policies and measures that can be achieved through and OCP.

Housing Action Program:
In late 2022, the Housing Action Program Task Force provided SS LTC with a summary of recommendations to the SS LTC, which included increase interagency collaboration and advocacy for affordable housing, support gentle and moderate density in appropriate areas, enable alternative housing types, reduce environmental impact through home plate, ecovillage, and flexible zoning, consider ecological building credits and transferring density closer to village centres, and decrease current and future housing supply loss due to short-term vacation rental activity. Some policies and bylaw updates have been implemented or are being considered to allow alternative housing types in rural and low-density areas of the island.

In order to advance Housing Action Plan initiatives that were recently adopted by the SS LTC, a major amendment to the Official Community Plan is necessary. This significant review and revision to the OCP will tackle a range of issues that impact the housing affordability, 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 Waterworks District service area, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, and archaeological significance will all be examined. Active and meaningful engagement with First Nations based on the Islands Trust First Nations Engagement Policy and ongoing collaboration with external agencies and local organizations as well as the public at large will also be part of this planning process.

The major amendment to SS OCP for the Community Wildfire Resiliency Plan is to develop policy and consider creation of a new development permit area through an amendment to the SS OCP to mitigate and reduce risks from interface wildfires. The major amendment to SS OCP for the Housing Action Program is to the OCP's content and its various elements and how these can be improved to ensure performance on OCP goals while mitigating the ongoing housing affordability and availability crisis.

The need to amend the OCP was identified in the Project Charters of both the HAP and Wildfire projects; 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 develop and facilitate a robust public engagement process and provide professional input to the draft OCP.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

An updated SS OCP with modernized policies to address current issues on the island and the associated SS LUB to implement the policies changes are critical to the decision-making process for SS LTC.

The funding request for FY24/25 is to cover costs associated with:

Description of Activities	Timelines	Budget	Projected expenditure by the end of 2024/25 FY
Early and ongoing consultation with 13 First Nations with territorial interests on SSI	Approximately 8 months and beyond	$26,000 (engagement funding)	$26,000
Consultant contract for public engagement program	Spring 2024 for six months	$59,000	
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental. Multiple virtual and/or in-person open houses and community engagement meetings	Over the remainder of 2024	$11,000	
	Total FY2024/25 Request	**$96,000**	($70k if the $26k consultation can be arranged before end of 2024/25FY)

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

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. The previous request stated that if funding was 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. This risk is mitigated by the concurrent OCP-LUB Review. Conducting these projects enables Islands Trust to merge engagement activities, technical review, and other project tasks to achieve efficiencies in the project work and consistency across both documents.

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 - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Undertake the work in-house, with a less robust public engagement process and significantly more additional in-house resources.
The benefit would be some saving in the Islands Trust budget, but it will, continue to impact existing staff resources and impact service levels, slow down the policy development and the associated SS LUB amendment process which impact adversely on the decision-making process. The financial implications may be saving some money in the budget but at the cost of not having an update SS OCP is significant. The resource requirement in this option will be a substantial amount of time and staff resources. Other implication include not able to bring the current SS OCP up to date to address issues related to housing crises, climate change, infrastructure servicing and First Nations Reconciliation which is missing in this 2008 version.

Option 2: Not pursue this amendment or take on smaller, ad hoc amendments over time, but this option would still require substantial elevation and analysis to prioritize amendments to ensure highest impact. This alternative would reduce annual expenditure in the short term while making small progress but the risks is making small and likely in effective progress, and continued non-compliance with the Trust Council's commitment to climate change declaration and First Nations Reconciliation. The financial implication is to save money in the budget but at the cost of having an increasingly outdated SS OCP. The resource requirement under this option is the staff time and resource not being utilized effectively. This would limit our ability to bring the current SS OCP up to date effectively to address issues related to housing crises, climate change, infrastructure servicing and First Nations Reconciliation which is missing in this 2008 version.

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

The support of skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. Best practice in OCP development and engagement fields are constantly evolving fields and specialists can offer considerable value to these process elements. While staff in the Salt Spring office and the Regional Planning Team can provide valuable input and support, relying solely on in-house staff resources would burden staff and take away from sustaining the ongoing administration of planning services (i.e. development inquiries, applications, and minor projects). The financial implications of contracting the service is outweighed by the advantages of specialist expertise and specific scopes of work.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Approve the request to secure the approved $96,000 to conduct a major amendment to the SS OCP to and SS LUB to advance the final stage of the work on the CDF and HAP LTC projects.

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:

- $59,000 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.
- $26,000 for early and ongoing consultation with First Nations will result in $2,000 per nation (it is anticipated that this amount will be spent if the coordination with First Nations is successful before the end of 2023).
  *This budget was cut to half and merged with the Ganges Village Area Plan project, but the total amount of $26,000 is critical as this is by far the most important part of the project in strengthening the relationship with the 13 First Nations with territorial interests on the island.
- The cost of $11,000 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:

Per the Islands Trust “Best Management Practices For Delivery Of Local Planning Services,” the Community Wildfire Resiliency Plan 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 and the accompanied SS LUB 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. If the SS OCP is not updated to reflect the findings and recommendations, this work will not be put to productive use.

The project 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 the SS LTC, and other activities as appropriate.

Public engagement must be done planned strategically to facilitate an open dialogue and to inspire collaborative development of a long-term vision and goals. Through use of skilled consultant to support engagement planning and execution, the achievement of sound, valid engagement outcomes can lead to successful outcomes. With local knowledge input from the SS LTC and community partners 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: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Per Islands Trust and BC procurement process for hiring consultants.

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?)*

RFP in early 2024, consulting services in late spring, completion of public engagement by late summer, draft OCP by late full for first reading on draft SS OCP.

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.15 FTE
- Island Planner: 0.75 FTE
- Planner 2: 0.3 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Staff will develop a detailed and phased work plan for LTC consideration that includes but is not limited to: external professional expertise required; project timeline; estimated cost; activities; interagency cooperation; key milestones and decision points; and deliverables.

To ensure the need for professional services is minimized and use of staff is optimized, a scope of work will be prepared by staff through the remainder of this Fiscal Year, and this will be reviewed with SS LTC prior to issuance of an RFP. The scope of work will be supported by sources that have informed policy since the last SS OCP was prepared, which include:

- A backgrounder of:
  - recent studies
  - landmark developments
  - major policy changes
  - identified needs
- A communications and engagement strategy to:
  - clarify the purpose and scope of public engagement in this project
  - establish high-level public engagement goals
  - identify available communications and engagement resources and limitations (software, human resources, travel)
  - Establish polices of engagement for the project through various forms of media

- List and analyse risk and management needs of interest holders.

The scope of work will serve to provide local context and ensure that submissions compete on matters that are relevant to developing suitable project proposals, deliverables, and milestones to be included in the eventual contract. Throughout the project's execution, the project manager will be responsible for identifying risk and potential consideration for substantial change from the contract, and put forward recommendations to SS LTC for possible actions to address this. Changes that exceed phase budgets or timing will be brought to SS LTC as early as possible with options for budget shifts, schedule changes, or other alternatives.

Requested by: the SS LTC

Prepared by Chris Hutton, RPM, September 7, 2023

Reviewed by (name, title)/date: Stefan Cermak, Director, Planning Services, [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	
Requested by *(Committee or Operational Unit):* Chris Hutton on behalf of Salt Spring Local Trust Committee (LTC)	<u>**Budget Source**</u> (select all that apply): ☐ **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:** ______________________
Department: Local Planning Services	
Name of Request: Ganges (Shiya'hwt/SYOWT) Village Area Plan	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $86,500	
Date of Submission to Finance: September 28, 2023	**Funding Required for (date range):** April 1 2024-March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Addresses numerous Strategic Plan Goals and Objectives including: ensuring that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems, 'sustaining island character and healthy communities, and effective, efficient and collaborative governance.

Implement project under the LTC work program per LTC's request. The Business case for the Ganges Village Area Plan project was approved for the FY24 per the LTC resolution below:
SS-2022-121
It was MOVED and SECONDED,
That the Salt Spring Island Local Trust Committee endorse the Business Case for the Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan shown in Appendix 2 of the staff report dated August 9, 2022 and forward it to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2023-2024 Islands Trust budget.
CARRIED

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Background

This business case involves the underspent project budgets for the 2023/2024 fiscal year (FY24) that was approved by the Islands Trust Finance Committee to be carried over to the 2024/2025 budget cycle. Since the budget policy does not allow any unspent funds to be automatically "carried over" to the next fiscal cycle, a new request, in the same amount that was approved minus the amount projected to be expended by the end of FY24, to the Islands Trust Finance Committee for the 2024-2025 (FY25) budget consideration is required. The staff report requesting the LTC to endorse the request to submit the business case can be found here.

Ganges Village Planning:

On November 10, 2020, the 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 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 (Note that 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 Islands 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:

- Ganges is acknowledged as a First Nations village site,
- Parts of Ganges are subject to sea level rise and could face the most costly levels of social and economic impact from climate change in the Islands Trust Area,
- Ganges is the focal point of homelessness on Salt Spring Island, which 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 falls within the service are of the North Salt Spring Waterworks District, (NSSWD), which has a moratorium restricting new connections to the community water system.
- Ganges is the service centre and economic driver for Salt Spring Island, and to large extent, the Islands Trust Area. There is development potential to revitalize properties, hotels, harbours, and institutional supports.

Policies to address these issues and opportunities 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 requested 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: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

A standalone Area Plan for the Ganges Village to guide future development growth and to build a sustainable village.

The funding request for FY2024/25 is to cover costs associated with:

Description of Activities	Timelines	Budget	Projected expenditure by the end of 2024/25 FY
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 2024 for six months	$53,000 – consulting contract	
Technology (mapping, data analysis, etc.) and administrative support for public consultation process	Over the course of 2024	$2,500	
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2024	$5,000	
	Total Request	**$86,500**	
Dovetail work with concurrent OCP-LUB Project to facilitate policy and regulatory consistency with key development documents.		$25,000	

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

Ganges Village is the Islands Trust's core economic and service centre, it is facing an immense demand for development. If suitable planning policies are not in place, the area 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: (*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 - i.e. do nothing - and the anticipated results of that action.*)

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 and co-development of policies with the 13 First Nations, 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 the Trust Council Strategic Plan. Salt Spring Island contributes the greatest portion of tax revenue funding to the Islands Trust. 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. This option would further delay the project as there is a substantial process to implementing a special tax requisition.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*
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: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*
Approve the request for $86,500 as requested.

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:

- $53,000 for a contract for combined graphic design and policy writing. Professional consulting to write area plan usually cost over $100,000, but this usually includes public engagement. Since the engagement process has been completed, the cost should be substantially lower.
- $7,500 for technical support and educational material are estimates based on prior processes.
- $26,000 as capacity funding for First Nations is a low estimate. The LTC did not finalize a project charter for this project to pursue grant funding to inform this and other policy initiatives, and to focus on collaboration with First Nations. This commitment requires funding support; it is the same amount as in the SS OCP/SS LUB business case but this budget was cut to half and merged with the SS OCP/SS LUB project.
  *The total amount of $26,000 is required as this is by far the most critical part of the project in strengthening the relationship with the 13 First Nations with territorial interests on the island.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

As per Islands Trust Council Policy 6.5.3 (Procurement). If the budget is approved, staff will prepare a more detailed scope of work within the budgeted amount for the LTC's consideration and proceed with procurement.

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?)*

An approved Ganges Village Area Plan is expected to include an Implementation Plan with short, medium, and long-term policies and actions to achieve its vision and goals. Execution of these implementation items will be subject to Islands Trust Council Policy 6.2.1 (Priority Setting and Review Guidelines), including LTC projects. Additionally, as policy the plan's policy will form part of any review of issues, applications, or referrals that affect the Plan Area.

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

As proposed, this is an Extraordinary Project under Trust Council Policy 6.2.1 due to its budget and anticipated staff resourcing needs.

- RPM: 0.1 FTE
- Island Planner: 0.5 FTE
- Planners: 0.2 FTE
- Admin: 0.1 FTE
- Information Services (Mapping): 0.1 FTE

Standard service support will be needed from Administrative Services for Information Services, Finance Support. Trust Area Services will also contribute non-extraordinary advisory and role in supporting public engage. First Nations engagement will be critical to the success of this project and an outsized role is anticipated in staff resources from this departmental function.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified*?)

Staff will develop a detailed and phased work plan for LTC consideration that includes but is not limited to: external professional expertise required; project timeline; estimated cost; activities; interagency cooperation; key milestones and decision points; and deliverables.

Prior to procuring professional services, staff will prepare a scope of work that reflects input received to ensure that proposals compete on matters that are relevant to developing suitable project proposals, deliverables, and milestones to be included in the eventual contract. Throughout the project's execution, the project manager will be responsible for identifying risk and potential consideration for substantial change from the contract, and put forward recommendations to SS LTC for possible actions to address this. Changes that exceed phase budgets or timing will be brought to SS LTC as early as possible with options for budget shifts, schedule changes, or other alternatives.
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.

Requested by: the Salt Spring LTC

Prepared by: Chris Hutton, Regional Planning Manager, September 7, 2023

Reviewed by : Stefan Cermak, Director, Planning Services, September 7, 2023

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	November 8, 2023
From:	**Stefan Cermak, Director, Planning Services**	**Date Prepared:**	October 24, 2023
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 (FY2024/25) to projected available staff resources.

SUMMARY

The Regional Planning Committee has submitted two business cases and six Local Trust Committees have submitted seven additional operations business cases requesting a total $471,000 for the 2024/25 fiscal year. The focus of most projects is addressing the housing crisis with an increased emphasis on First Nations engagement and capacity funding. Capacity funding for First Nations engagement and public engagement account for two-thirds of the funds requested by Local Trust Committees.

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

Efficiencies or cost savings might be found by Salt Spring Island Local Trust Committee consolidating their projects to reflect their receipt of a Complete Communities grant. Similarly, cost savings may be found by applying the First Nations Engagement grant received from the Ministry of Municipal Affairs to various LTC projects. Further assessment on the application of both grants would be required.

Staff estimate a total 4,750 hours of requested staff time based on business case submissions. The estimated annual availability of planning staff time on the Regional Planning Team time is 4,600 hours (this does not factor time for leave, administrative tasks, required training and staff events, etc). The difference of 150 hours is negligible. Staff's assessment is that there are sufficient staff resources to implement and manage the proposed projects.

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

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 2.3.1). RPC has submitted two business cases requesting a total $140,000 for the 2024/25 fiscal year (Table 1). Both business cases address housing. The Housing Needs Reports are legislatively required to be updated for all Local Trust Committees in the northern and southern regions. The general placeholder would aid in the advancement of the Housing Strategy and part 2 of the Housing Options Toolkit – both are designed to assist non-profit groups navigate Islands Trust regulatory requirements when developing affordable housing (see April 27, 2023 and September 6, 2023 RPC agendas for more detail).

Local Trust Committees

Major and Extraordinary Projects

Six Local Trust Committees have submitted seven additional operations business cases requesting a total $331,000 for the 2024/25 fiscal year (Table 1). The focus of most projects is addressing the housing crisis. Funding for public engagement and First Nations engagement account for two-thirds of the funds requested by Local Trust Committees. Five of the LTC business cases are for ongoing projects and two projects are new although build on previous work.

Table 1 RPC and LTC Committee 2024/25 Business Case Resources Summary

Committee	Item	Amount	Staff Time (hours)	Fiscal Years
DE	Housing Review	$15,000	450	Year 2
GB	OCP and LUB Review	$77,000	450	Year 2
HO	First Nations Relationship Building	$31,500	300*	New
MA	Housing Options	$10,000	450	Year 2
NP	Housing Access and Affordability	$15,000	450	New
SS	OCP & LUB Review	$96,000	1200	Year 3
SS	Ganges (Shiya'hwt / SYOW̱ T) Village Area Plan	$86,500	900	Year 3
RPC	Housing Needs Reports	$110,000	100	New
RPC	General: Housing Strategy	$30,000	450	New
	Sub-Total	**$471,000**	**4750**	

*300 hour of Planning Services staff time only

Not shown in Table 1 is the Salt Spring Island Local Trust Committee's successful receipt of a $150,000 Complete Communities Grant in September 2023. The grant is currently being considered for assessing infrastructure capacity and to hire an Indigenous consultant to advise and/or lead indigenous consultation. Grant-funded deliverables must be received by August 2024. These deliverables will positively influence and advance the two Salt Spring LTC projects. The business cases note that receiving the grant may alter timelines and deliverables although no further assessment has been completed.

Minor Projects

Each LTC is permitted one minor active project (under $5,000). The Salt Spring Island Local Trust Committee may have up to three projects (combined major and minor - pending available resources).

Each LTC now has one minor project with the exception of Ballenas-Winchelsea LTC. A total budget of $36,000 for these projects is captured in a separate line item in the proposed 2024/25 budget.

Minor projects are managed by the "Local Planning Team" which is a planning team consisting of senior planners assigned to undertake day-to-day planning functions of assigned local trust committees, including managing minor bylaw amendments, processing of major applications and referrals, responding to enquiries, and administering local trust committee meetings.

Funding Options

Trust Council may support all or some of the business cases as submitted. If Trust Council does not support the additional operations of LTCs as listed in Table 1, 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 Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget. This includes all associated islands within a Local Trust Area (e.g.: Piers Island and Prevost Island within the Salt Spring Island Local Trust Area).

Efficiencies

Trust Council policies were amended in 2022 to enhance the efficient and effective delivery of planning services. These policies include:

- Best Management Practices For Delivery of Local 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 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).

Staff has reviewed projects for consolidation where feasible as per Financial Planning Committee request made in August 2023:

- Salt Spring Island LTC projects could be consolidated for efficiencies including consideration of the Complete Communities grant project work.
- Funding First Nations engagement might be feasible using the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs. However, at time of drafting this report, there are no clear policies or procedures for applying the grant funding.
- The Housing Options toolkit created by the Regional Planning Team has been developed in tandem with, and applied to, various LTC projects.
- The proposed mapping of water availability on Gabriola Island advances the Freshwater Sustainability Strategy approved by Trust Council and will provide key evidence for decision making as per various tools in the Housing Options toolkit.

Available Staffing Resources

Long range planning projects requested by the RPC and LTCs with budgets over $5,000 will be undertaken by the Regional Planning Team. The Regional Planning Team consists of three Island Planners (senior planners), some support from the Senior Freshwater Specialist, support of a Regional Planning Manager and occasional support from other planners and administrative staff when feasible.

The Regional Planning Team yields an approximate total of 4,600 hours during the fiscal year (this does not factor time for leave, administrative tasks, required training and staff events, etc).

Staff estimate a total 4,750 hours of requested staff time based on business case submissions and using the same staff hour assumptions.

As the difference between 4,600 and 4,750 hours is negligible, staff conclude that there are sufficient staff resources to implement the business cases as proposed.

ATTACHMENT(S):

1. **None**

FOLLOW-UP:

Regional Planning Committee will be reviewing LTC and RPC projects for screening against a draft priority matrix at their November 15, 2023 regular business meeting.

Financial Planning Committee may seek feedback from the Salt Spring Island Local Trust Committee to consider consolidating projects or to adjust project timelines and deliverables to reflect the immediate focus on Complete Communities Grant deliverables.

Financial Planning Committee may also seek staff feedback on the feasible application of the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs.

Prepared By: Stefan Cermak, Director, Planning Services
Concurred By: Russ Hotsenpiller, CAO

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	October 18, 2023
From:	**Stefan Cermak, Director, Planning Services**	**Date Prepared:**	October 12, 2023
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 (FY2024/25) to projected available staff resources.

SUMMARY

The Regional Planning Committee has submitted two business cases and six Local Trust Committees have submitted seven additional operations business cases requesting a total $471,000 for the 2024/25 fiscal year. The focus of most projects is addressing the housing crisis with an increased emphasis on First Nations engagement and capacity funding. Capacity funding for First Nations engagement and public engagement account for two-thirds of the funds requested by Local Trust Committees.

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

Efficiencies or cost savings might be found by Salt Spring Island Local Trust Committee consolidating their projects to reflect their receipt of a Complete Communities grant. Similarly, cost savings may be found by applying the First Nations Engagement grant received from the Ministry of Municipal Affairs to various LTC projects. Further assessment on the application of both grants would be required.

Staff estimate a total 4,750 hours of requested staff time based on business case submissions. The estimated annual availability of planning staff time on the Regional Planning Team time is 4,600 hours (this does not factor time for leave, administrative tasks, required training and staff events, etc). The difference of 150 hours is negligible. Staff's assessment is that there are sufficient staff resources to implement and manage the proposed projects.

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

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 2.3.1). RPC has submitted two business cases requesting a total $140,000 for the 2024/25 fiscal year (Table 1). Both business cases address housing. The Housing Needs Reports are legislatively required to be updated for all Local Trust Committees in the northern and southern regions. The general placeholder would aid in the advancement of the Housing Strategy and part 2 of the Housing Options Toolkit – both are designed to assist non-profit groups navigate Islands Trust regulatory requirements when developing affordable housing (see April 27, 2023 and September 6, 2023 RPC agendas for more detail).

Local Trust Committees

Major and Extraordinary Projects

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	Sub-Total	**$471,000**	**4750**	

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Minor Projects

Each LTC is permitted one minor active project (under $5,000). The Salt Spring Island Local Trust Committee may have up to three projects (combined major and minor - pending available resources). Each LTC now has one minor project with the exception of Ballenas-Winchelsea LTC. A total budget of $36,000 for these projects is captured in a separate line item in the proposed 2024/25 budget.

Minor projects are managed by the "Local Planning Team" which is a planning team consisting of senior planners assigned to undertake day-to-day planning functions of assigned local trust committees, including managing minor bylaw amendments, processing of major applications and referrals, responding to enquiries, and administering local trust committee meetings.

Funding Options

Trust Council may support all or some of the business cases as submitted. If Trust Council does not support the additional operations of LTCs as listed in Table 1, 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 Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget. This includes all associated islands within a Local Trust Area (e.g.: Piers Island and Prevost Island within the Salt Spring Island Local Trust Area).

Efficiencies

Trust Council policies were amended in 2022 to enhance the efficient and effective delivery of planning services. These policies include:

- Best Management Practices For Delivery of Local 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 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).

Staff has reviewed projects for consolidation where feasible as per Financial Planning Committee request made in August 2023:

- Salt Spring Island LTC projects could be consolidated for efficiencies including consideration of the Complete Communities grant project work.
- Funding First Nations engagement might be feasible using the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs. However, at time of drafting this report, there are no clear policies or procedures for applying the grant funding.
- The Housing Options toolkit created by the Regional Planning Team has been developed in tandem with, and applied to, various LTC projects.
- The proposed mapping of water availability on Gabriola Island advances the Freshwater Sustainability Strategy approved by Trust Council and will provide key evidence for decision making as per various tools in the Housing Options toolkit.

Available Staffing Resources

Long range planning projects requested by the RPC and LTCs with budgets over $5,000 will be undertaken by the Regional Planning Team. The Regional Planning Team consists of three Island Planners (senior planners), some support from the Senior Freshwater Specialist, support of a Regional Planning Manager and occasional support from other planners and administrative staff when feasible.

The Regional Planning Team yields an approximate total of 4,600 hours during the fiscal year (this does not factor time for leave, administrative tasks, required training and staff events, etc).

Staff estimate a total 4,750 hours of requested staff time based on business case submissions and using the same staff hour assumptions.

As the difference between 4,600 and 4,750 hours is negligible, staff conclude that there are sufficient staff resources to implement the business cases as proposed.

ATTACHMENT(S):

1. **None**

FOLLOW-UP:

Regional Planning Committee will be reviewing LTC and RPC projects for screening against a draft priority matrix at their November 15, 2023 regular business meeting.

Financial Planning Committee may seek feedback from the Salt Spring Island Local Trust Committee to consider consolidating projects or to adjust project timelines and deliverables to reflect the immediate focus on Complete Communities Grant deliverables.

Financial Planning Committee may also seek staff feedback on the feasible application of the $150,000 First Nations Engagement Grant received from the Ministry of Municipal Affairs.

Prepared By: Stefan Cermak, Director, Planning Services
Concurred By: Russ Hotsenpiller, CAO

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*
Regional Planning Committee

Department:
Planning Services

Name of Request:
Eelgrass Mapping – Phase 2

$ Value of Request *(indicate by fiscal year and total if project is multi-year):*

2024/25: $100,000

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:** Contracts with Qualified Local Stewardship Groups

Date of Submission to Finance:
RPC approved Sept. 6, 2023

Funding Required for (date range):
April 1, 2024 – March 31, 2025

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*

Islands Trust Council *Strategic Plan 2018-2022*. Strategic Action 2.2: map the extent of the eelgrass and kelp beds throughout the Trust Area.

Regional Planning Committee Work Program: Implement Strategic Action 2.2.

Islands Trust Policy Statement. Section 4.5 Coastal Areas and Marine Shorelands. Commitments of Trust Council: 4.5.5: It is Trust Council's policy that development should be directed to sites away from areas of environmental sensitivity.

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 are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

In March 2022, the Regional Planning Committee received a summary report of eelgrass mapping (Shorezone Polygon Mapping Summary Report, Eelgrass in the Islands Trust Area, Coast and Ocean Resources, March 2022).

The report stated that: "Over half (59%) of the Eelgrass polygons were of High or Medium Confidence, with 41% having Low Confidence. Those Low Confidence polygons should not be considered accurate in terms of either overall placement or area for management or monitoring purposes and should be surveyed by other means in the future (towed camera, sidescan or dive surveys) to create accurate polygons." There are a reported 652 polygons of low confidence, totalling an area of 682 ha.

The proposal is to complete the mapping using towed camera or drone imagery in partnership with local stewardship groups.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*? *Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.*)

Survey the 682 ha of low confidence polygons to create eelgrass mapping that can be considered accurate and useful.

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

Work is not supported and 41% of current data remains inapplicable.

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 - i.e. do nothing - and the anticipated results of that action.*)

Option 1: Do Nothing

- Benefits – no cost.
- Risks – low confidence data remains inapplicable (41% of total recent mapping)
- Financial implications – none.
- Resource requirements – none.
- Other implications- data cannot be applied to bylaw amendments to protect eelgrass beds (examples of potential bylaw amendments include requiring setbacks from known eelgrass beds or establishing environmentally sensitive development permit areas); data cannot be cannot be of use to Islands Trust Conservancy or other partners and community groups, including First Nations

Option 2: Map via side scan sonar or towed camera with a Marine Mapping company

- Benefits – professional staff and report, meet government standards (data accuracy, professional review, enhanced GIS information, etc); completes strategic action in Strategic Plan and in RPC work plan.
- Risks – restricting mapping to low confidence polygon areas may be challenging to differentiate when out on the marine surface – this likely leads to greater time mapping and a greater volume of data for processing – both raising costs.
- Financial implications – most expensive option. Would require a request for information to get a reasonable cost estimate.
- Resource requirements – Extra staff time to issue a Request for Information if choosing to use drones for maping, evaluate, and follow up with an RFP. Standard staff time for contract management.

- Other implications- side sonar, underwater cameras, or drones may record other marine information such as sunken boats, docks, and kelp. This data may help local steward groups apply for funding for future clean-up or restoration activities.

Option 3: Map in partnership with local stewardship groups

- Benefits – Continues and builds on relationship with stewardship groups (the 2012-2014 Nearshore Eelgrass Inventory by SeaChange Society was done this way); Builds on federal momentum to clean marine waterways.
- Risks – Timing may be challenging (note it took 3 years to complete the previous mapping via towing a camera in the water as it takes a long time to boat around each island); Meeting professional requirements may be challenging; availability of local stewardship groups
- Financial implications – high but less than using private companies
- Resource requirements – significantly increased staff time to engage with community groups and to ensure standards are met; Extra staff time to issue a Request for Information if choosing to use drones for mapping, evaluate, and follow up with an RFP. Standard staff time for contract management.
- Other implications- Historically mapping eelgrass has been done as an ecosystem inventory mapping exercise sponsored by the Islands Trust Conservancy; Good opportunity to work together as well as with local marine stewards
- Other implications- side sonar, underwater cameras, or drones may record other marine information such as sunken boats, docks, and kelp. This data may help local steward groups and persons apply for funding for future clean-up or restoration activities. First Nations may be very interested in data and may enhance relationship if data is shared.

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

Accurate eelgrass mapping data that can be used to amend bylaws and assist the Islands Trust Conservancy to preserve and protect marine ecosystems.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 3. Map in partnership with local stewardship groups.

This method has been successful before and builds on partnerships including the Islands Trust Conservancy. Cost estimate is based on historical contract data + inflation using a towed camera and similar methods. Mapping shorelines / eelgrass polygons using drones would be a new methodology although evidence suggests this method has proven successful in mapping derelict vessels, fishing gear, and monitoring marine activities as well as marine mammal monitoring. This method would require a request for information to get an accurate cost estimate. Private conversations suggests that more mapping can be done in a shorter time thus potentially reducing expensive field time. However, processing and presenting information times is currently unknown.

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:</u>

Cost. $100,000 (based on previous contracts from 2012-2014 + 2% average annual rate of inflation) if using the proven method of towing an underwater camera. This cost would likely be reduced if using drones.

Time. Depends on Society time availability and possible external (federal) funding source.

<u>Qualitative:</u>

Marine stewards are critical partners with the Islands Trust. Providing assistance to local stewardship groups meets the Islands Trust mandate to work in cooperation with (local) persons and organizations.

If choosing to use mapping via drone methodology, the mapping may help to collect other marine related data such as derelict boats, abandoned fishing gear, or possibly presence of bull kelp.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (ie: external competition, government-restricted internal competition, etc.)*

Request for Proposal (for using a towed camera)
Request for Information (for using drones)

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?)*

- December 2023: issue a Request for Information (RFI) using drones for eelgrass mapping
- February 2023: Review information
- March 2024: Report refined cost estimate if RFI proves more cost effective
- April 2024: Draft RFP terms of reference
- May 2024: Post and award RFP
- March 2025: submit final report to RPC

This assumes the work can be completed in a single fiscal year. It is suggested that drone operators could meet this timeline but not likely underwater camera operators.

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/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Extra staff time will be required to partner with local stewardship groups, before, during, and after mapping exercise to ensure deliverables and standards are met.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Communications regarding the purpose of the work and working with stewardship groups may be desirable.

Requested by: Regional Planning Committee

Prepared by: Stefan Cermak, Director, Planning Services / August 31, 2023

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	November 8, 2023
From:	Director, Planning Services	**Date Prepared:**	November 1, 2023
SUBJECT:	**CityView – Bylaw Compliance and Enforcement Portal Demonstration**		

RECOMMENDATION:

That Financial Planning Committee request staff to schedule a demonstration of the CityView software bylaw enforcement extension on **[date]** at or near **[time].**

DIRECTOR of PLANNING SERVICES COMMENTS: The proposed demonstration will be an educational session on the CityView product. Staff from Islands Trust and CityView will be available to answer questions; however, discussion may only occur at a regular scheduled business meeting.

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1 PURPOSE:

To arrange a date for a demonstration of the CityView – Bylaw Enforcement module.

2 BACKGROUND:

At its meeting on October 18, 2023, Financial Planning Committee (FPC) considered the 2024/25 funding request to include Bylaw Enforcement Licensing and Implementation in the Trust's purchase of CityView software. During discussion, the FPC requested a demonstration of the software to help facilitate their decision-making on the topic.

CityView staff have offered the following dates to demonstrate the software to FPC:

1. Thursday, November 23, 2023
2. Wednesday, November 29, 2023

These dates present minimal conflict with the Islands Trust committee meeting calendar. Timing on these days is flexible, though must remain within CityView's business hours. It is anticipated the session will take 1.5 – 2 hours to allow for both Islands Trust and CityView staff to demonstrate the current and proposed software systems.

The demonstration may function as an education session rather than a formal meeting, provided FPC has no discussion and makes no decisions associated with the funding request. If FPC desires to have discussion amongst itself or make a decision on this matter at that time, this session will need to be scheduled as a special meeting.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: CityView staff were positively responsive to the request to schedule a demonstration of the CityView software and the bylaw enforcement extension. Staff resources will be limited to arranging the demonstration and being available for questions during the session.

FINANCIAL: None.

POLICY: N/A

IMPLEMENTATION/COMMUNICATIONS: As requested by FPC.

FIRST NATIONS: N/A

OTHER: N/A

4 RELEVANT POLICY(S): N/A

5 ATTACHMENT(S): None

<u>RESPONSE OPTIONS</u>

Recommendation:
That Financial Planning Committee request staff to schedule a demonstration of the CityView software bylaw enforcement extension on **[date]** at or near **[time].**

Alternative:
Do not request staff to schedule a demonstration session.

Prepared By: Director, Planning Services
Reviewed By/Date: Director, Administrative Services

REQUEST FOR DECISION

To:	Financial Planning Committee	**For the Meeting of:**	November 8, 2023
From:	Director, Administrative Services	**Date Prepared:**	October 31, 2023
SUBJECT:	**Work Program Update**		

RECOMMENDATION:
That Financial Planning Committee approve the proposed Work Program as presented, and forward it to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: FPC's Work Program should reflect the annual required activities of the Committee in addition to any directed special projects or other work.

1 PURPOSE:
To provide recommendations for amendments to Financial Planning Committee's Work Program – Current Projects.

2 BACKGROUND:
FPC has discretion to accept these recommended priorities or amend them to reflect alternative priorities.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.
FINANCIAL: None.
POLICY: None.
IMPLEMENTATION/COMMUNICATIONS: None.
FIRST NATIONS: None.
OTHER: None.

4 RELEVANT POLICY:
Trust Council Policy 6.2.1 (Priority Setting/Review Guidelines)
Trust Council Policy 6.7.1 (Work Program, Follow-Up Action List and Priorities Report)

5 ATTACHMENTS:
1. Current FPC Work Program – Active Projects Report
2. Proposed FPC Work Program – Active Projects Report

RESPONSE OPTIONS

Recommendation:
That Financial Planning Committee approve the proposed Work Program as presented, and forward it to Trust Council for approval.

Alternative:
That Financial Planning Committee approve the proposed Work Program as amended, and forward it to Trust Council for approval.

Prepared By: Robert Barlow, Legislative Services Clerk
Reviewed By/Date: Director Administrative Services/October 31, 2023

Islands Trust

Current Work Program

Follow Up Action List

Active Projects Report

Financial Planning Committee

1. *Budget 2024/25: Draft 1 Review*	Responsible	Dates
Review Draft 1, version 1 of the 2024/25 budget on October 18, 2023 Review Draft 1, version 2 of the 2024/25 budget on November 8, 2023	Julia Mobbs	Rec'd: 01-Jun-2023 Target: 06-Dec-2023

2. *Budget 2024/25 Public Consultation: Planning*	Responsible	Dates
Discussion of the Public Consultation plan begins at FPC's August meeting each year. Review of planned consultation materials and engagement platforms will continue at FPC's January meeting prior to consultation initiation that same month.	Clare Frater	Rec'd: 01-Jun-2023 Target: 01-Jan-2024

3. *Corporate Planning Process*	Responsible	Dates
Refine and complete the draft corporate planning process for Governance Committee review and ultimate Trust Council approval.	Russ Hotsenpiller	Rec'd: 31-May-2023 Target: 06-Dec-2023

4. *Financial Policy Review*	Responsible	Dates
Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC : ·6.3.2 Special Property Tax Requisitions (TC directed) ·6.5.2 Budget Control and Adjustment Authority (EC directed)	Julia Mobbs	Rec'd: 16-Feb-2022 Target: 29-May-2024

Active Projects Report

Financial Planning Committee

·7.2.1 Trustee Remuneration (FPC directed)

Financial Planning Committee

1. *Budget 2024/25: Draft 2 Review & Recommendation to Trust*	Responsible	Dates
Review Draft 2, version 1 of the 2024/25 budget in January 2024 Review Draft 2, version 2 of the 2024/25 budget in February 2024 Prepare recommended budget for submission to Trust Council in March 2024.	Julia Mobbs	Rec'd: 06-Dec-2023 Target: 13-Mar-2024

2. *Corporate Planning Process*	Responsible	Dates
Refine and complete the draft corporate planning process for Governance Committee review and ultimate Trust Council approval.	Julia Mobbs Russ Hotsenpiller	Rec'd: 31-May-2023 Target: 06-Dec-2023

3. *Financial Policy Review*	Responsible	Dates
Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC : ·6.3.2 Special Property Tax Requisitions (TC directed) ·6.5.2 Budget Control and Adjustment Authority (EC directed) ·7.2.1 Trustee Remuneration (FPC directed)	David Marlor Julia Mobbs	Rec'd: 16-Feb-2022 Target: 29-May-2024